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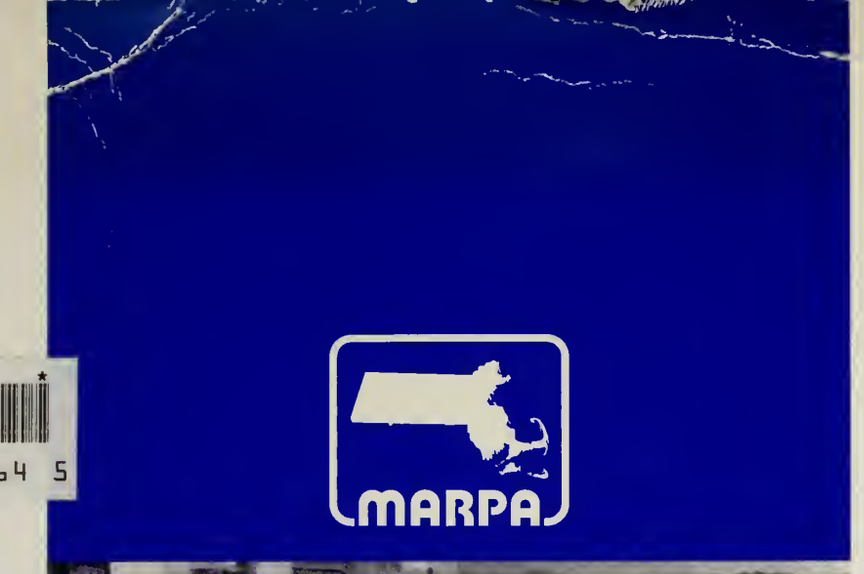

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Massachusetts Association of Regional Planning Agencies

BACKGROUND INFORMATION

Who We Are: The Massachusetts Association of Regional Planning Agencies (MARPA) is a statewide organization of the commonwealth's 13 regional planning agencies (RPAs). Each RPA, in turn, comprises representatives of the member cities and towns constituting its geographic region. Although Massachusetts' RPAs are public service agencies, they are not direct arms of the federal or state governments. Rather, they are consortia of local governments that have banded together under the provisions of state law to address problems and opportunities that are regional in scope. The regional planning areas delineated for each of Massachusetts' 13 RPAs are designated by state enabling legislation as special state districts.

Each RPA is governed by a board formed of representatives from its member communities. Planning professionals on RPA staffs work with their boards and with many public agencies and officials to define and direct solutions to area-wide problems that cannot be solved by member communities working alone.

What We Do: The regional planning agencies in Massachusetts are public organizations that encompass a multi-jurisdictional regional community. These RPAs serve the local governments and citizens within their planning districts by dealing with issues and needs that cross city, town, county, and even state boundaries through planning, policymaking, communication coordination, advocacy, education, analysis, and technical assistance.The 13 regional planning agencies that form MARPA are advisory bodies to member communities, private business groups, and state and federal governments, providing research and analysis services and helping to implement planning in areas such as economic development, community and rural development, infrastructure development and maintenance, environment and land use, regional and municipal services, solid waste management and recycling, historic preservation, transportation and transit, GIS mapping and graphics services, technical assistance to member communities, housing, bikeway planning and development, and regional information.

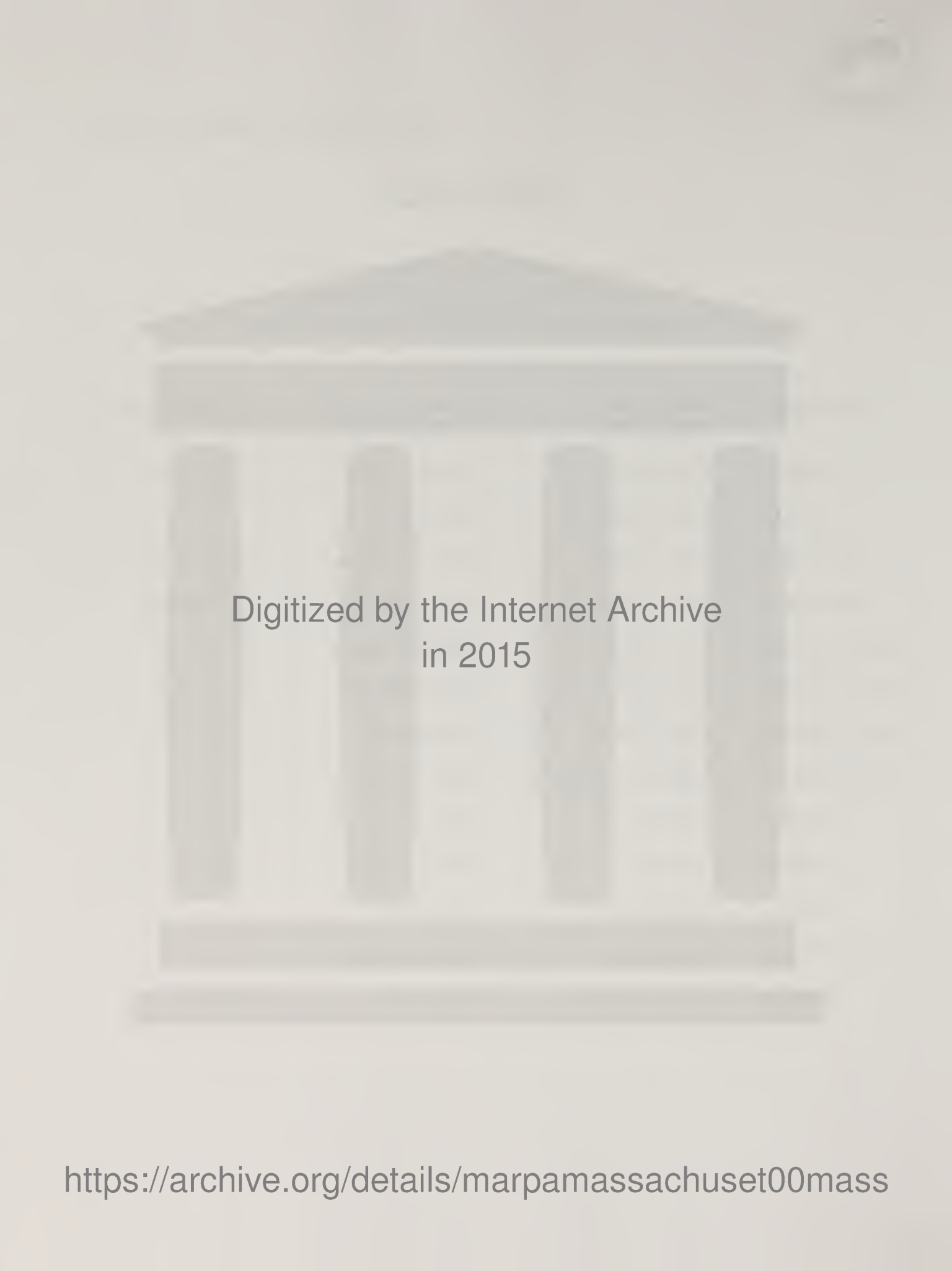
Where We Are: Massachusetts' 13 regional planning agencies cover the entire state with planning areas of varying sizes. There are approximately 550 similar planning organizations nationwide.

When We Were Created: In 1955, Massachusetts became one of the first states in the nation to enact statewide enabling legislation that allowed for the creation of regional planning agencies. Within a decade and half, all 13 Massachusetts RPAs had been legally established, encompassing a majority of the commonwealth's 351 cities and towns. Today, more than 40 years later, all but a handful of the state's municipalities are active members of their regions' RPAs and are fully engaged in a regional planning process that exists wall-to-wall across Massachusetts.

Why We Were Created: Massachusetts' Regional Planning Law, MGL Chapter 40B, was designed "to permit a city or town to plan jointly with cities or towns to promote with the greatest efficiency and economy the coordinated and orderly development of the areas within their jurisdictions and the general welfare and prosperity of their citizens." In essence, city and town governments within each of the 13 state-designated regional planning districts were authorized to voluntarily join together in order to address problems as well as opportunities of regional scope. Regional planning agencies are the umbrellas under which these cities and towns have come together.

Massachusetts' RPAs promote regional collaboration among their member communities. They are also the primary agencies responsible for increasing communication, cooperation, and coordination among all levels of government as well as the private business and civic sectors in order to benefit their planning regions and to improve their residents' quality of life.

How We Operate: Massachusetts' RPAs are funded through modest annual assessments from their member communities, state and federal grant programs, private sector contributions, and service fees, among other sources.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MASSACHUSETTS REGIONAL PLANNING AGENCIES:

1. **Berkshire Regional Planning Commission (BRPC)**
   33 Dunham Mall
   Pittsfield, Massachusetts 01201-6207
   Telephone (413) 442-1521; Fax (413) 442-1523
   Chair: Thomas McCann
   Executive Director: Nathaniel W. Karns

2. **Franklin Regional Council of Governments (FRCOG)**
   425 Main Street
   Greenfield, Massachusetts 01301
   Telephone (413) 774-3167; Fax (413) 774-3169
   Chair: Brad Councilman
   Executive Director: Linda Dunlavy

3. **Pioneer Valley Planning Commission (PVPC)**
   26 Central Street
   West Springfield, Massachusetts 01089
   Telephone (413) 781-6045; Fax (413) 732-2593
   E-mail Address: tbrennan@k12s.phast.umass.edu
   Chair: William E. Dwyer, Jr., Esq.
   Executive Director: Timothy W. Brennan

4. **Montachusett Regional Planning Commission (MRPC)**
   R1427 Water Street
   Fitchburg, Massachusetts 01420
   Telephone (978) 345-7376; Fax (978) 345-9867
   E-mail Address: mrpc@mrpc.org
   Website: www.mrpc.org
   Chair: David Jarvenpaa
   Director: Mohammed Khan

5. **Central Massachusetts Regional Planning Commission (CMRPC)**
   35 Harvard Street, 2nd Floor
   Worcester, Massachusetts 01609-2801
   Telephone (508) 756-7717; Fax (508) 792-6818
   Website: www.ultranet.com/~cmrpc/
   Chair: Robert Hassinger
   Executive Director: William H. Newton

6. **Northern Middlesex Council of Governments (NMCOG)**
   Gallagher Terminal, Floor 3B
   115 Thorndike Street
   Lowell, Massachusetts 01852
   Telephone (978) 454-8021; Fax (978) 454-8023
   E-mail Address: nmcog@tiac.net
   Chair: Walter Alterisio
   Executive Director: Robert W. Flynn

7. **Merrimack Valley Planning Commission (MVPC)**
   160 Main Street
   Haverhill, Massachusetts 01830
   Telephone (978) 374-0519; Fax (978) 372-4890
   E-mail Address: mvpc@aol.com
   Website: www.mvpc.org
   Chair: Ronald O. Waite
   Executive Director: Gaylord Burke

8. **Metropolitan Area Planning Council (MAPC)**
   60 Temple Place
   Boston, Massachusetts 02111
   Telephone (617) 451-2770; Fax (617) 482-7185
   E-mail Address: dsoule@mapc.org
   Chair: Richard C. Walker
   Executive Director: David C. Soule

9. **Old Colony Planning Council (OCPC)**
   70 School Street
   Brockton, Massachusetts 02301-4097
   Telephone (508) 583-1833; Fax (508) 559-8768
   Access to Jobs: (800) 408-0323
   E-mail Address: ocpc@ici.net
   President: Eldon F. Moreira
   Executive Director: Daniel M. Crane

10. **Southeastern Regional Planning and Economic Development District (SRPEDD)**
    88 Broadway
    Taunton, Massachusetts 02780
    Telephone (508) 824-1367; Fax (508) 880-7869
    E-mail Address: info@srpedd.org
    Chair: Louis Martin
    Executive Director: Stephen C. Smith
    ssmith@srpedd.org

11. **Cape Cod Commission (CCC)**
    3225 Main Street
    Barnstable, Massachusetts 02630
    Telephone (508) 362-3828; Fax (508) 362-3136
    E-mail Address: frontdesk@capecodcommission.org
    Chair: Thomas Broidrick
    Executive Director: Margo Fenn

12. **The Martha's Vineyard Commission (MVC)**
    New York Avenue, P.O. Box 1447
    Oak Bluffs, Massachusetts 02557
    Telephone (508) 693-3453; Fax (508) 693-7894
    Chair: Richard Toole
    Executive Director: Charles W. Clifford

13. **Nantucket Planning and Economic Development Commission (NP&EDC)**
    1 East Chestnut Street
    Nantucket, Massachusetts 02554
    Telephone (508) 228-7237; Fax (508) 228-7236
    E-mail Address: nanplan@nantucket.net
    Chair: Alvin S. Topham
    Executive Director: John D. Pagini

ADOPTED PROGRAM OF MARPA WORK ACTIVITIES FOR FISCAL YEAR 2000

(JULY 1, 1999 through JUNE 30, 2000)

COMPONENT I—LEGISLATIVE LIAISON, ADVOCACY, AND MARPA SUPPORT SERVICES

Federal level:

1. Support efforts to reauthorize the Federal Clean Water Act utilizing an ISTEA-style programmatic approach.
2. Support expanded federal brownfields programs and funding initiatives currently under consideration by Congress.
3. Provide ongoing advocacy for revised final Economic Development Administration (EDA) planning regulations that fully reflect the realities of today's regional economies.
4. Provide assistance and support tied to Census 2000.

State level:

1. Advocate a new legislative initiative for inclusion in the FY 2001 state budget targeted at creating a statewide network of regional technical assistance centers utilizing the Massachusetts RPAs coupled with an adequate funding base (House Bill #4101).
2. Support a Massachusetts Sustainable Development Act and/or alternative proposal tied to enhanced local, regional, and state planning requirements with RPAs providing quality control, technical assistance, and funding of service delivery mechanisms (House Bill #3135 and Senate Bill #0987).
3. Provide implementation support for Executive Order 385 as well as special forum(s) and statewide advocacy for high priority state legislation (e.g., regulation of wireless communication towers, surplus funds for essential public infrastructure projects, sensible forward funding provisions for the MBTA and other Massachusetts RTAs, etc.).

MARPA legislative support functions provided by the Metropolitan Area Planning Council (MAPC) via staff person Kristen Penkouskas.

MARPA administrative and comprehensive support services provided by the Pioneer Valley Planning Commission (PVPC).

COMPONENT II—MARPA MARKETING/OUTREACH AND EXTERNAL RELATIONS

1. Review, update, and publish multiple copies of MARPA's information packet for targeted as well as general audiences and related marketing/outreach functions.

2. Provide RPA/MARPA informational briefings for the legislative and executive branches of state government.

COMPONENT III—MARPA STATEWIDE ORGANIZATIONAL/PROFESSIONAL DEVELOPMENT INITIATIVES

1. Assist in developing an enhanced multi-sponsor training program, managed and administered by the Citizen Planner Training Collaborative (CPTC), specifically aimed at local planning board members and other key local officials involved in development-related issues and responsibilities.

2. Organize statewide forums on timely regional issues, policies, or projects that could ideally be carried out in concert with one or more co-sponsors (e.g., smart growth/sustainable development, roadway design standards and waivers, workforce development/welfare-to-work, managing sprawl development, affordable housing, watershed planning, etc.).

ECONOMIC DEVELOPMENT

Economic development used to be radically simpler. In the 1960s and 1970s, a local strategy to promote economic development and job growth might mean securing a federal grant to build a full-service industrial park, hiring an agent to sell the parcels, using appropriate trade journals to advertise the site and promote the community's hardworking labor force and attractive quality of life—and then waiting for something to happen. In many cities and towns throughout Massachusetts, this was the basic approach taken for economic development. Today, with a new century on the horizon, the commonwealth's economic realities demand a more sophisticated, coordinated approach to encouraging economic development. No longer do simple formulas or strictly local initiatives determine whether businesses locate, expand, or remain in our cities and towns. Instead, the principal geographic unit relative to the economy has become the metropolitan region, in Massachusetts and throughout the nation. More than ever, businesses are looking closely at regional factors to help them make vital decisions.

Regional Planning Agencies Balance Economic Growth and Community Character

Massachusetts' regional planning agencies are vital to economic development in their areas, addressing issues that are important to businesses and municipalities: labor force, growth management, and regional marketing. A tight, skilled labor force, for instance, prompts businesses to focus on transportation (i.e., work force mobility) and housing costs (i.e., work force availability). In the growth management arena, Massachusetts' RPAs help communities develop bylaws and ordinances that promote industrial development without sacrificing environmental quality. Increased citizen resistance to new development coupled with a suburban and rural shift for new industrial development makes thoughtful planning crucial to achieve such a balance. Finally, the RPAs underscore the importance of regional thinking rather than a strictly local mindset. In times of scarce resources and legally constrained tax revenues, cites and towns must resist the urge to blindly compete against one another in order to prosper economically. Rather, communities must collaborate on a regional basis if they are to successfully compete in today's turbulent and ever-changing economy.

Regional Planning Agencies Ease the Region's Growing Pains

Traditionally, economic development efforts have focused on communities that have the staff, the labor force, and the infrastructure necessary to encourage and support new development. But in the last decade, most of Massachusetts' new growth happened outside the cities—along the Interstate 495 corridor west of Boston, for example—where there is more land and less severe traffic congestion. Consequently, new problems are being caused by reverse commuting to suburban and rural employment centers, as well as new pressures on towns unprepared to handle rapid growth and development within their borders.

Regional planning is needed to ensure that new economic centers prove assets rather than liabilities to their respective planning regions. Massachusetts' RPAs have provided regionally-oriented advice and assistance on access, zoning, environmental impact, infrastructure, and labor force availability issues—from forming transportation management associations with employers to deal with worker mobility, to helping small communities draft zoning ordinances that will make new development compatible with the area. The RPAs have also helped new businesses and municipalities negotiate needed infrastructure improvements and frequently work with their member cities and towns as well as the private business sector to develop strategic economic plans to guide their economic futures.

Regional Planning Agencies Save Money

Economic development is an investment, made with the expectation that it will be returned with interest in the future. Because federal and state funding assistance remains scarce, cities and towns must now help underwrite economic investments such as site development, infrastructure, and staffing. Moreover, today's business decisions turn on regional factors such as labor availability, transportation networks, housing costs, and quality of life. Whether making cooperative promotional efforts or regional infrastructure developments, individual communities can no longer afford to act alone. Massachusetts' RPAs help cities and towns work together to make economic development decisions that will yield regional-scale economies and a worthy return on their investments.

Regional Planning Agencies at Work: A Sampler of Economic Development

The Franklin Regional Council of Governments developed and continues to support an Economic Target Area that enables member communities to invest "municipal sweat equity" in their businesses through a variety of tax incentives.

The Pioneer Valley Planning Commission collaborated with commercial and industrial real estate brokers and owners to create a region-wide computerized inventory of Pioneer Valley industrial sites and buildings, now readily accessible via the Internet.

ENVIRONMENTAL QUALITY

Massachusetts' regional planning agencies play a pivotal role in managing and protecting regional environmental resources—addressing environmental issues that involve more than one community, providing technical assistance to local governments with environmental issues, and linking municipalities with the federal and state governments on environmental policies, programs, and regulations.

Regional Planning Agencies Take a Cooperative Approach

Because most environmental issues transcend the boundaries of a single community, Massachusetts' regional planning agencies are uniquely qualified to craft regional solutions to problems that are regional in scope. In fact, the fundamental feature of natural resources is that they transcend municipal boundaries. Watersheds, aquifers, and river basins, for instance, are routinely shared by two or more communities—and the impact on those resources in one community will likely be felt by its neighbors.

Clearly, regional cooperation and coordination are crucial for protecting Massachusetts' natural resources and, in turn, public health and safety. With their regional orientations and their oversight capacities, the RPAs make effective use of scarce state and federal assistance dollars and apply their technical expertise to critical environmental concerns, from solid waste district formation and septage management to open space protection and watershed management.

Regional Planning Agencies Help Local Governments

Under Massachusetts' system of home rule, local governments are frequently responsible for overseeing myriad environmental concerns—water supply protection, air and water quality, solid waste, septage management, lake management, land use and zoning, open space planning, river basin planning, and environmental impact analysis, to name a few. At the same time, many of these communities must rely upon part-time, unpaid community members for their operations and have little, if any, professional staff to address increasingly complex environmental issues and threats.

RPAs help planning boards, conservation commissions, water and sewer commissions, and boards of health carry out their mandates by providing direct technical assistance on a wide array of pressing environmental issues. RPAs perform a number of services under this rubric: researching and writing reports with recommendations for action, attending board meetings and making oral presentations, preparing and distributing practical "how-to" manuals for local officials, writing model bylaws, compiling and evaluating data, and conducting public education and information programs, among many others.

Regional Planning Agencies Help State Government

It is extremely difficult and costly for state agencies such as the Department of Environmental Protection and the Executive Office of Environmental Affairs to directly address the environmental concerns confronting 351 different communities across the commonwealth. The regional planning agencies are vehicles for helping state agencies implement state programs and policies in each region, and for coordinating the delivery of services throughout Massachusetts.

The state's regional planning agencies are in a unique position to provide a critical link between state programs and local communities. Because the RPAs have close ties with and important technical knowledge about the communities they serve, they can work effectively to further state goals and objectives at the local level for such issues as water quality, waste management, water supply, open space, and land use planning.

Regional Planning Agencies at Work: A Sampler of Environmental Quality Planning

The Merrimack Valley Planning Commission authored the Environmental Management Plan for Cape Cod Bay and Massachusetts Bay.

The Pioneer Valley Planning Commission developed the Interstate Coalition on Connecticut River Clean-Up and staffed the Connecticut River Clean-Up Committee to address the regional problem of combined sewer overflows and thereby achieve fishable, swimmable water quality in the lower Connecticut River.

LAND USE AND GROWTH MANAGEMENT

Effective land use planning is essential for Massachusetts to have both a strong economy and a safe, high-quality environment. All too frequently, however, development has moved in random, haphazard patterns that treat land use and related environmental concerns as afterthoughts. Correspondingly, land use controls often are not well-coordinated between municipalities and regions, leading to decisions that serve one community's economic goals at the expense of another community's quality of life. Especially disconcerting, declining urban areas coupled with runaway sprawl move in a relentless downward spiral, steadily degrading community character while wastefully consuming huge tracts of open land. As Massachusetts faces a dawning new century, our economic and environmental health demand an approach that blends traditional land use controls with far-seeing growth management planning, knitting them into a strong yet flexible regional fabric. With a solid history of addressing the needs of individual municipalities and the regions they form, Massachusetts' regional planning agencies are poised to carry out this charge, working in concert with their member communities and state government.

Regional Planning Agencies See the Big Picture

Land use planning is a complex web of many other major planning concerns: transportation; economics; environmental quality; residential, commercial, and industrial development; and infrastructure. Furthermore, planning that transcends municipal boundaries is critical at the close of the twentieth century, as the results of lax or erratic controls are manifested in a chain of troubling realities: industrial migration, suburban sprawl, longer commutes between home and work, increased air pollution. Even if these realities can be mitigated, the conditions that created them are irreversible. Therefore, Massachusetts must increasingly rely upon creative regional solutions that re-craft problems into innovative possibilities for a twenty-first century in which:

Community zoning bylaws and land use decisions are consistent with community and regional master plans.
New development is designed to maintain community character, enhance quality of life, support a diversified economy, and minimize adverse impacts.
City and town centers are the vibrant focus of community life and local commerce.
Compact residential development, in pedestrian-oriented neighborhoods of diverse housing types, is created near employment or community centers.
Existing commercial and industrial centers are revitalized.
Key environmental assets such as wetlands, watersheds, and floodplains, are protected, restored, and enhanced.
A coordinated, multi-modal transportation system, economically and environmentally sound, moves people and goods safely, dependably, and efficiently.
Infrastructure is safe, reliable, and of high quality.

Massachusetts' RPAs are especially well-equipped to help their member communities and their regions realize these visions by encouraging expansive thinking, foresight, and cooperation, and by providing expert advice and services.

Regional Planning Agencies Save Money, the Environment, and the Economy

By scrutinizing the broad picture of land use and growth planning, RPAs work efficiently to coordinate various elements in different planning scenarios, thereby realizing maximum benefits. For example, an RPA saves money by recommending that a new shopping mall be built in an area currently supported by appropriate infrastructure, rather than where roads are already congested and new, expensive infrastructure will be required. Thoughtful land use planning also saves millions of dollars in environmental clean-up costs by helping to ensure that developments will not be placed in environmentally sensitive areas. And far-thinking land use planning by Massachusetts' RPAs creates jobs where they are needed, thus preserving tax bases for hundreds of member cities and towns across the commonwealth.

Regional Planning Agencies at Work: A Sampler of Land Use and Growth Management Planning

The Cape Cod Commission conducted capacity studies of Monomoy and the Outer Cape to determine how much growth the towns involved can accommodate without compromising their natural resources, municipal facilities, and community character.

The Metropolitan Area Planning Council was instrumental in creating MetroPlan 2000, eastern Massachusetts' first regional policy plan calling for concentrated development as an alternative to sprawl.

REGIONAL SUPPORT SERVICES

Many services routinely performed by Massachusetts' regional planning agencies fall outside the major functional planning categories of transportation, land use and growth management, economic development, housing, community development, and environmental quality—yet, often, these are the services that fuel and support larger planning efforts for municipalities and regions. RPAs are positioned to provide these services, forming a critical link between regional planning efforts and the actual implementation of those plans at the local level.

Data Research and Analysis:

Massachusetts' regional planning agencies are vital sources of local and regional data for the public and private sectors, providing employment and income figures, demographics, U.S. census data, zoning information, population and employment projections, market trends, and many more kinds of data services, often available via the World Wide Web. The RPAs work closely with the Massachusetts State Data Center and the U.S. Census Bureau.

The Metropolitan Area Planning Council was a founding partner in the Massachusetts Electronic Atlas, an Internet-based mapping and demographic site.

Mapping and Graphic Design:

From bus route mapping to designing brochures for member municipalities, Massachusetts' RPAs give tangible form to planning issues and services. Documents produced by RPAs are used by citizens in their everyday lives, legislators crafting bills, private-sector businesses contemplating relocation, state and federal agencies proposing major infrastructure improvements, and many others.

The Martha's Vineyard Commission created a map detailing terrain features and environmental conditions of Martha's Vineyard bicycling routes, distributing it through hotels, airlines, the steamship authority, and area bicycle shops.

Geographic Information Systems (GIS):

This important technology allows RPAs to present complex data relationships in map form, leading to enhanced services for member cities and towns as well as their entire regions. Many of Massachusetts' RPAs are using or are in the process of acquiring GIS capabilities.

The Berkshire Regional Planning Commission is using GIS to identify specific parking imbalances in downtown Pittsfield, a crucial first step in improving access and aiding downtown revitalization efforts.

Grant Proposal Writing and Grants Administration:

Without grant assistance funds, a staggering number of important projects and programs simply would never materialize. Massachusetts' RPAs actively pursue and administer a wide array of grant awards from the state and federal governments to achieve vital transportation, historic preservation, community development, land use, and environmental quality objectives for their member communities and their regions.

The Pioneer Valley Planning Commission recently helped eligible communities prepare and submit 11 Department of Housing and Community Development (DHCD) Community Development Fund applications for urgently needed small-town housing and infrastructure projects, eight of which were successful in a highly competitive statewide solicitation.

Technical Assistance for Member Communities:

Case-by-case help with member municipalities' individual needs is a cornerstone of the RPAs' work. Generally, annual assessments help underwrite an established number of free or low-cost person hours provided by professional RPA staff who are skilled in numerous planning areas such as traffic analysis, historic preservation, and economic development.

The Central Massachusetts Regional Planning Commission offers a financial incentive for planning projects that require more than three days of work: the Town Planning Grant program, which entitles communities to receive a percentage of matching funds and to use some or all of their technical assistance time to reduce project costs.

TRANSPORTATION

Since the mid-1960s, transportation planning—especially highway and transit planning—has been a major focus of Massachusetts' regional planning agencies. Transportation planning is unquestionably a regional issue, since the movement of people and goods constantly crosses municipal and other political boundaries.

That focus has only grown sharper. The transportation challenges confronting the commonwealth in the 1990s are more complicated and controversial than ever. Increased levels of traffic congestion threaten the quality of life residents have enjoyed for decades. More vehicles, more travel, and little investment in transportation needs are overwhelming the state's systems and facilities. Moreover, achieving federally mandated national air quality standards depends on our ability to significantly reduce vehicle exhaust emissions—a prime cause of air pollution problems in Massachusetts and many other states. Consequently, sound transportation planning and decision-making, conducted on a regional scale, help ensure superior levels of mobility and safety as well as prospects for the commonwealth's RPAs to play a pivotal role in helping to bring about economic prosperity, to enhance public health and regional communication, and to compete successfully in today's global marketplace.

Regional Planning Agencies Are Cost-Effective

Today, with increased federal, state, and local budget constraints, the value of a regional approach to transportation planning has never been greater. Massachusetts' RPAs help the commonwealth and their member municipalities save money and make smart transportation investments in a number of areas:

Highway Corridor Studies: RPAs conduct highway corridor traffic studies, leading to cost-conscious short- and long-term solutions to serious traffic capacity and safety problems of important state highways.

Pavement Management Systems: RPAs inventory local street systems and pavement deficiencies to determine the most urgently needed and fiscally prudent transportation investments.

Transit Service Planning: RPAs perform day-to-day transit services and special study projects for their regional transit authorities.

Transportation Management Innovations: RPAs organize innovative initiatives such as transportation management organizations that solicit private sector input to solve transportation corridor problems.

Local Technical Assistance: RPAs routinely provide their member communities with inexpensive or free technical assistance—analyzing problematic intersections, counting traffic and turning movements, assessing the traffic impact of large-scale developments, developing truck routes, and other services.

A Regional Approach Makes Sense

For more than three decades, the RPAs of Massachusetts have brought together all levels of government, the private business sector, and civic organizations to achieve a regional approach to transportation planning and decision-making. Why has this regional approach worked so well?

The regional approach is comprehensive, ensuring that transportation planning is fully and correctly integrated with other areas of regional concern—housing, land use, environmental quality, and economic development.

The regional approach is environmentally sensitive, fostering a planning process that recognizes the environmental effects of transportation systems, facilities, and services.

The regional approach saves money, taking advantage of state and federal funding assistance for regional transportation programs and projects, thereby realizing cost savings and economies of scale not possible with an incremental or fragmented approach.

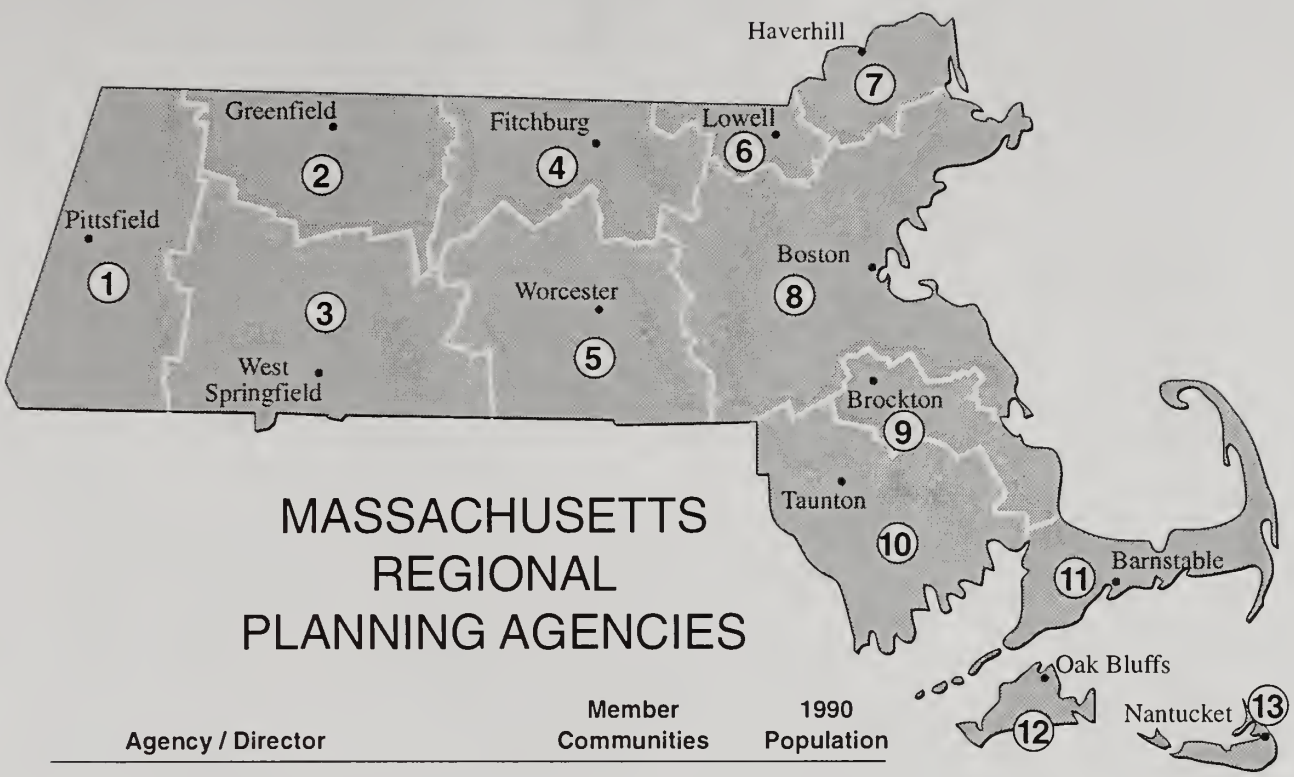
The regional approach relies heavily on the involvement of local elected officials, who initiate highway and transit programs, projects, and services, ultimately bringing regional plans to successful implementation.

The regional approach is effective, with a proven performance record of addressing the numerous transportation needs, problems, and opportunities in the commonwealth's different regions.

Regional Planning Agencies: A Sampler of Transportation Planning

The Franklin Regional Council of Governments led the development of a 33-mile bikeway connecting eight towns with bikepaths and shared road infrastructure and signage.

The Metropolitan Area Planning Council helped to create the Metropolitan Highway System Advisory Board, which provides local input into decisions about the Central Artery construction project in Boston.



MASSACHUSETTS REGIONAL PLANNING AGENCIES

Agency / Director	Member Communities	1990 Population
1. **Berkshire Regional Planning Commission** Nathaniel Karns - 413/442-1521	32	139,352
2. **Franklin Regional Council of Gov'ts.** Linda Dunlavy - 413/774-3167	26	70,092
3. **Pioneer Valley Planning Commission** Timothy Brennan - 413/781-6045	43	602,878
4. **Montachusett Regional Planning Comm.** Mohammed Khan - 978/345-7376	20	223,865
5. **Central Mass. Regional Planning Comm.** William Newton - 508/756-7717	40	482,436
6. **Northern Middlesex Council of Gov'ts.** Robert Flynn - 978/454-8021	9	263,659
7. **Merrimack Valley Planning Commission** Gaylord Burke - 978/374-0519	14	288,280
8. **Metropolitan Area Planning Council** David Soule - 617/451-2770	101	2,922,934
9. **Old Colony Planning Council** Daniel Crane - 508/583-1833	15	296,864
10. **Southeastern Regional Planning and Economic Development District** Stephen Smith - 508/824-1367	27	563,130
11. **Cape Cod Commission** Margo Fenn - 508/362-3828	15	186,605
12. **Martha's Vineyard Commission** Charles Clifford - 508/693-3453	7	11,639
13. **Nantucket Planning and Economic Development Commission** John Pagini - 508/228-7237	1	6,012

Massachusetts Association of Regional Planning Agencies

WHAT MAKES US UNIQUE

In 1955, Massachusetts became one of the first states in the nation to create enabling legislation—Massachusetts General Laws Chapter 40B—to pave the way for regional planning agencies.

Massachusetts' RPAs are "wall-to-wall," covering the length and breadth of the commonwealth—in fact, less than five of the state's 351 total municipalities are not presently RPA members.

Massachusetts' RPAs are comprehensive public planning agencies rather than special purpose entities such as transit authorities, economic development districts, or private watershed councils.

Massachusetts' RPAs largely must work through New England town meetings to implement planning recommendations and projects.

Massachusetts' RPAs have helped spearhead some of the country's first successful examples of regional implementation and service delivery—Massachusetts Bay Transportation Authority, Metropolitan District Commission, the Quabbin Reservoir, the Massachusetts regional transit authorities, the Appalachian Trail, and the National Seashore on Cape Cod, among others.

Except for the island regions of Martha's Vineyard and Nantucket, all Massachusetts RPAs have Metropolitan Planning Organization (MPO) designation and lead responsibility for transportation planning and programming in their planning districts.

Special pieces of legislation enacted by the state Legislature in the 1970s gave two Massachusetts RPAs—the Martha's Vineyard Commission and the Cape Cod Commission—special land use regulatory powers not afforded elsewhere in the commonwealth.

The Metropolitan Area Planning Council and the Pioneer Valley Planning Commission incorporate two of New England's five largest metropolitan regions: the greater Boston and Springfield metropolitan areas. (In descending order, the five largest regions are Boston, Hartford, Providence, Springfield, and New Haven.)

Since April 1996, the 13 Massachusetts RPAs have been working in collaboration with the state to help implement Executive Order 385, "Planning for Growth," which is designed to pursue sustainable land use, economic development, and resource protection by relying on enhanced planning, coordination, and policy mechanisms at the local, regional, and state levels.

Massachusetts Association of Regional Planning Agencies

A SAMPLER OF FACTS AND FIRSTS

Berkshire Regional Planning Commission (BRPC)

In 1979, the commission became the first RPA in Massachusetts—and one of the first in the country — to use microcomputers in planning applications.

Berkshire County was home to an international diplomat and Estonian refugee, Charles Kusik, who provided innovative, creative land use planning to municipalities as the BRPC region's circuit rider until his 80th birthday.

The Cape Cod Commission (CCC)

The commission's Barnstable County is the fastest growing county in mainland Massachusetts, with a 10 percent growth in resident population between 1990 and 1997.

Central Massachusetts Regional Planning Commission (CMRPC)

The region's central city, Worcester, has always used a heart in its official seal, designating itself the "heartland" of Massachusetts.

A large oak tree marks the CMRPC town of Rutland as the geographic center of the commonwealth.

Franklin Regional Council of Governments (FRCOG)

In July 1997, the former Franklin County became the first Massachusetts county government structure to voluntarily disband under provisions outlined in special state legislation, re-emerging as the Franklin Regional Council of Governments to provide planning, coordination, and service delivery functions on a regionwide basis.

The Martha's Vineyard Commission (MVC)

THE MARTHA'S VINEYARD COMMISSION
BOX 1447 • OAK BLUFFS
MASSACHUSETTS 02557
(508) 693-3453
FAX (508) 693-7894

The commission is the only RPA in Massachusetts whose jurisdiction includes two nations, one state, one county, seven municipalities, three island groupings, and one former bomb range.

MVC serves an area whose annual population swings from approximately 14,200 in winter to more than 105,000 in summer.

Merrimack Valley Planning Commission (MVPC)

The region is the "crossroads of New England," the most traversed connection between northern and southern New England.

The Merrimack River is the largest to exit Massachusetts' coast, and the entire Merrimack Valley region is designated a National Heritage Area.

Massachusetts Association of Regional Planning Agencies

Metropolitan Area Planning Council (MAPC)

MAPC has organized the Metropolitan Affairs Coalition, which includes 100 business, academic, and community leaders committed to encouraging dialogue, analysis, and action on key issues facing the Boston region.

Montachusett Regional Planning Commission (MRPC)

In 1979, the commission was asked to operate and manage the Montachusett Regional Transit Authority (MART). As a result, MRPC's director is also the administrator of the RTA.

At the request of thr Economic Development Administration, MRPC recently hosted the annual New England EDA Conference in Fitchburg.

Northern Middlesex Council of Governments (NMCOG)

The council was the first Massachusetts RPA to include, by special legislation, representatives from each member municipality's chief elected body on the council.

NMCOG was the first-named Council of Governments in the commonwealth.

Nantucket Planning and Economic Development Commission (NP&EDC)

The commission is the smallest RPA in Massachusetts, with one member town, Nantucket, in its planning district. Nantucket is the only town in Massachusetts that is also a county.

Old Colony Planning Council (OCPC)

The council is one of only two RPAs in all of New England designated an Area Agency on Aging.

Pioneer Valley Planning Commission (PVPC)

The Pioneer Valley Region is home to Westover Air Reserve Base, a special-status commission member and one of the largest military installations in the U.S., with more than 2,300 acres and runways readily capable of handling a space shuttle.

The region is one of the nation's largest centers of higher education, with more than a dozen public and private institutions including the Five College consortium of Amherst, Mount Holyoke, Smith, and Hampshire colleges and the flagship University of Massachusetts at Amherst.

Southeastern Regional Planning and Economic Development District (SRPEDD)

The region includes the number one fishing port (based upon value of catch) on the East Coast.

The SRPEDD region boasts the town with the largest cranberry production in the state: Carver.

Berkshire
Regional
Planning
Commission

BERKSHIRE REGIONAL PLANNING COMMISSION (BRPC)

33 Dunham Mall
Pittsfield, Massachusetts 01201-6207
Telephone: (413) 442-1521
Fax: (413) 442-1523
E-mail Address: Nat_Karns@mma.org

The Planning Region:

The Berkshire Regional Planning Commission's planning region constitutes two cities and 30 towns in the westernmost part of Massachusetts. The region is bordered on the north by Vermont, on the west by New York, on the south by Connecticut, and on the east by the Connecticut River Valley. Rough and rolling terrain makes up most of the area's 945 square miles, home to nearly 135,000 people.

Member Cities* and Towns:

Adams	Egremont	Lee	New Marlborough	Richmond	Tyringham
Alford	Florida	Lenox	North Adams *	Sandisfield	West Stockbridge
Becket	Great Barrington	Monterey	Otis	Savoy	Washington
Cheshire	Hancock	Mt. Washington	Peru	Sheffield	Williamstown
Clarksburg	Hinsdale	New Ashford	Pittsfield *	Stockbridge	Windsor
Dalton	Lanesborough				

The Commission:

The Berkshire Regional Planning Commission is composed of representatives from the region's 32 member cities and towns. Delegates are members of local planning boards, while alternates are appointed by their communities' chief elected officials. The full commission meets bi-monthly; the Executive Committee generally meets monthly. The Berkshire County Industrial Development Commission sponsored the formation of the Berkshire County Regional Planning Commission in 1966. The original commission was formally organized by the votes of 10 Berkshire County cities and towns—Adams, Dalton, Great Barrington, Lanesborough, Lee, Lenox, New Marlborough, North Adams, Pittsfield, and Stockbridge—and was formally approved in May 1966. In February 1997, the word "County" was officially dropped from the name. All 32 municipalities in the region are members of BRPC.

Services for Member Communities and the Region:

The Berkshire Regional Planning Commission provides a broad scope of land use, economic development, environmental, and transportation planning services to its member cities and towns. These services include comprehensive master planning, technical assistance with zoning, data preparation and analysis, grant proposal writing, planning board education and training, Geographic Information System mapping services, environmental review of development projects, and traffic planning. More specifically, BRPC reviews development projects and proposals under the Massachusetts Environmental Policy Act and is charged with developing a long-range transportation plan and transportation improvement program under the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA).

Other Services in the Region:

The Berkshire Regional Planning Commission is leading an effort to improve the region's telecommunications infrastructure through a BRPC-sponsored task force, Berkshire Connect, which has developed a technology and business plan to provide high-speed data, voice, and video transmission. BRPC has also formed a task force to deal with the potential need for an entity to provide services, oversight, and advocacy for the region when Berkshire County government dissolves on July 1, 2000.

Key Staff:

Executive Director:	Nathaniel W. Karns, AICP
Principal Planner:	Thomas Matuszko, AICP
Senior Land Use Planner:	Thomas Skoglund
Senior Planner:	Zoe Neaderland, AICP
Senior Transportation Planner:	Charles Cook
Environmental Planner:	Amy Pfeufer
Information Services Planner:	John Schmid
Planner:	Lauren Gaherty
Planner:	Jim McGrath
Associate Planner:	Sean Loughlin
Planning Associate:	Katie McNulty-Vaughan

Executive Committee / Commission Officers:

Chair:	Thomas McCann *(Richmond)*
Vice Chair:	Lois Lenehan *(Lenox)*
Clerk:	Freda Bennett *(Williamstown)*
Treasurer:	B. Carter White *(West Stockbridge)*
Member-at-Large:	Mark Phelps *(New Ashford)*
Member-at-Large:	Wray Gunn *(Sheffield)*
Transportation Committee Chair:	Mary Ellen Ausman *(Pittsfield)*
Regional Issues Committee Chair:	Lois Lenehan *(Lenox)*
Commission Development Committee Chair:	Lynn Wood *(Egremont)*
Clearinghouse Review Committee Chair:	Gail Garrett *(Mt. Washington)*

Berkshire Regional Planning Commission (BRPC)

CAPE COD COMMISSION (CCC)

3225 Main Street
Barnstable, Massachusetts 02630
Telephone: (508) 362-3828
Fax: (508) 362-3136
E-mail Address: frontdesk@capecodcommission.org
Website: www.capecodcommission.org

The Planning Region:

The Cape Cod Commission's planning region covers the 15 towns in Barnstable County on the Cape Cod peninsula in southeastern Massachusetts. The area is framed on the south by Vineyard and Nantucket Sounds, on the north by Cape Cod Bay, and on the east by the Atlantic Ocean. Nearly 202,000 people live in the 395-square-mile planning region.

Member Towns:

Barnstable	Chatham	Falmouth	Orlean	Truro
Bourne	Dennis	Harwich	Provincetown	Wellfleet
Brewster	Eastham	Mashpee	Sandwich	Yarmouth

The Commission:

The Cape Cod Commission is composed of 19 members: 15 representatives of member towns (appointed by local officials), one representative of minority interests, one representative of Native American interests, one county commissioner, and one governor's appointee. The full commission meets twice a month, as do CCC's regulatory, planning, and executive standing committees. Subcommittees are appointed and meet as needed to review Developments of Regional Impact.

Recognizing that Barnstable County possesses unique natural, coastal, historical, architectural, and other values whose preservation is important on regional, state, and national levels, the Cape Cod Commission was created by Chapter 716 of the Acts and Resolves of 1989, as amended. The Act was approved by Barnstable County voters in March 1990, thereby establishing CCC as the county's regional planning and land use agency.

Services for Member Communities and the Region:

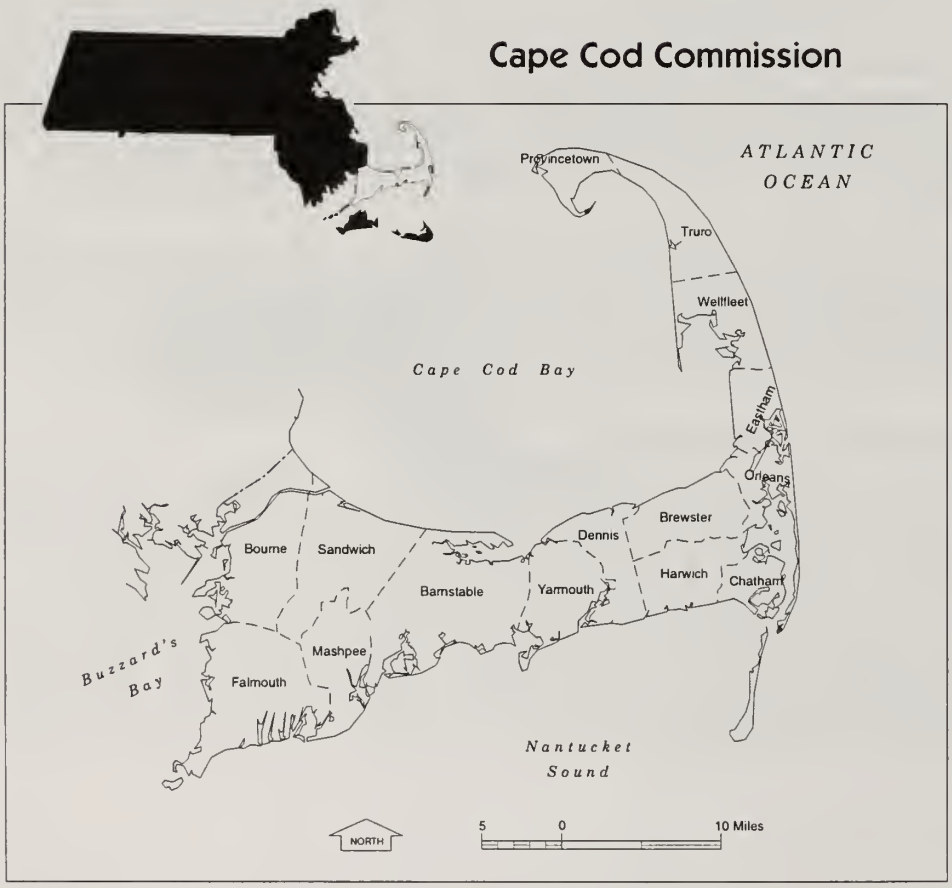
The Cape Cod Commission is a land use planning and regulatory agency. Its key responsibilities under this rubric are establishing a Cape Cod regional policy plan, certifying local comprehensive plans for consistency with the regional plan, reviewing and approving major Developments of Regional Impact, and establishing Districts of Critical Planning Concern. CCC also provides regional services and local technical assistance to member communities in numerous areas: wetlands, coastal management, open space protection, water quality protection, transportation, solid waste management, affordable housing, economic development, and historic preservation. The commission maintains a Geographic Information System, which was recently used to map a Cape-wide inventory of existing wireless communication antennas and towers in an effort to develop siting criteria and a model bylaw to minimize the structures' visual impact.

Key Staff:

Executive Director:	Margo Fenn
Chief Planner/Deputy Director:	John Lipman
Staff Counsel:	Patty Daley
Fiscal Manager:	Gail Coyne
Chief Regulatory Officer:	Dorr Fox
Water Resources Program Manager:	Tom Cambareri
Transportation Program Manager:	Bob Mumford
Systems Manager:	Gary Prahm
Waste Management Coordinator:	David Hall
Economic Development Officer:	Jim O'Connell
Affordable Housing Specialist:	Ed Allard
Communications Coordinator:	Nancy Hossfeld

Commission Officers:

Chair:	Thomas Broidrick *(Yarmouth)*
Vice Chair:	Frank Shephard *(Falmouth)*
Secretary:	Elizabeth Taylor *(Brewster)*



Central Massachusetts
cmrpc
Regional Planning Commission

CENTRAL MASSACHUSETTS REGIONAL PLANNING COMMISSION (CMRPC)

35 Harvard Street, 2nd Floor
Worcester, Massachusetts 01609-2801
Telephone: (508) 756-7717
Fax: (508) 792-6818
E-mail Address: cmrpc@ma.ultranet.com
Website: www.ultranet.com/~cmrpc/

The Planning Region:

The Central Massachusetts Regional Planning Commission's planning region consists of the city of Worcester and 39 towns in central and southern Worcester county. The area is framed on the west by the central uplands and on the east by the Boston metropolitan area. More than 500,000 people live in the nearly 1,000 square-mile-region. Worcester is New England's second largest city, with a population of 170,000.

Member Cities * and Towns:

Auburn	Douglas	Leicester	Northbridge	Southbridge	Webster
Barre	Dudley	Mendon	Oakham	Spencer	West Boylston
Berlin	East Brookfield	Millbury	Oxford	Sturbridge	West Brookfield
Blackstone	Grafton	Millville	Paxton	Sutton	Westborough
Boylston	Hardwick	New Braintree	Princeton	Upton	Worcester *
Brookfield	Holden	North Brookfield	Rutland	Uxbridge	
Charlton	Hopedale	Northborough	Shrewsbury	Warren	

The Commission:

The Central Massachusetts Regional Planning Commission, established in 1963, is composed of 64 delegates and 40 alternates named annually to represent their communities. CMRPC's membership, originally the city of Worcester and five towns, has grown to include all the communities in the planning district. The full commission meets four times a year with an additional annual meeting in June. Special meetings may be called by the chair. CMRPC's 11-member executive committee of commission officers and sub-regional delegates meets monthly. Standing committees for transportation, community development, and legislation meet throughout the year to oversee staff activities and keep abreast of new programs and changing requirements.

Services for Member Communities and the Region:

To coordinate the region's orderly growth and development, the Central Massachusetts Regional Planning Commission has created and staffed four program divisions: Transportation, Community Development, Geographic Information Systems (GIS), and Administration. CMRPC, a member of the Central Massachusetts Metropolitan Planning Organization, develops and maintains the area's regional transportation plan and annual Transportation Improvement Program, operates a pavement management systems program, and provides technical services to the Worcester Regional Transit Authority. The Community Development program develops and implements CMRPC's Regional Development Framework and provides services such as local planning assistance for member communities, a matching program for town planning projects, and grantsmanship and administration of Community Development Block Grant programs for eligible towns. The GIS program, recently selected as a regional GIS Service Center for four major river basins, provides member communities with computerized mapping services, including build-out analyses. The Administration program coordinates the work of the planning programs with the commission and its executive committee. CMRPC also provides information and timely alerts on state legislation of importance to local communities and the region.

Other Services in the Region:

CMRPC actively supports the efforts of other entities to further regional objectives. These include the Worcester

Area Regional Education Project, which brings together Worcester and 25 surrounding towns to identify possible collaborative ventures for more cost-effective services; and the I-495 Campaign for Shared Solutions, which addresses traffic circulation, permitting, and future water and sewer capacity issues for 30 communities along Interstate 495.

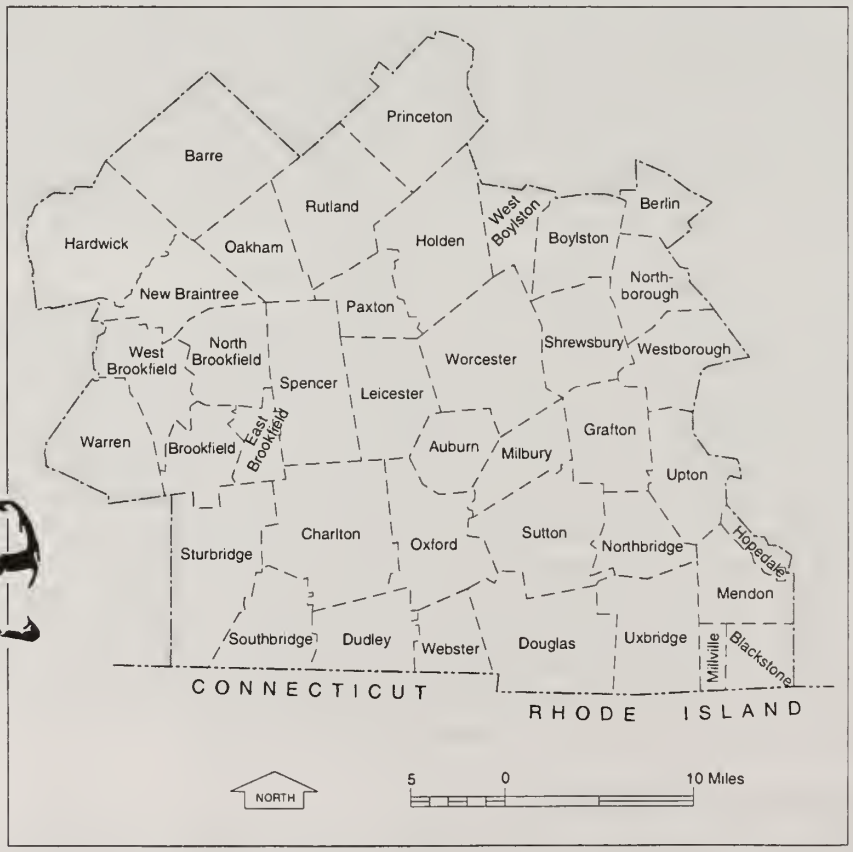
Key Staff:

Executive Director:	William H. Newton, AICP
Business Administrator:	Janet Walters
Community Development Manager:	William Scanlan, AICP
Transportation Manager:	Carl Hellstrom
Paratransit/Welfare to Work Manager	Gail A. Heald
Geographic Information System Coordinator:	Paul Samara

Executive Committee / Commission Officers:

Officers:	Chair:	Robert Hassinger *(Grafton)*
	Vice Chair:	Brian Nickerson *(Worcester)*
	Treasurer:	Gina Betti *(Sutton)*
	Clerk:	Timothy Wheeler *(Berlin)*
	Assistant Treasurer:	C. Richard Williams *(Rutland)*
	Assistant Clerk:	John Knipe, Jr. *(Shrewsbury)*
Sub-Regional Delegates:		
	Central City:	John Reynolds *(Worcester)*
	Northwest:	Carol Prager *(Holden)*
	Northeast:	Charles F. Greenough *(West Boylston)*
	Southeast:	R. Christopher Noonan *(Mendon)*
	Southwest:	Arnold Lanni *(Southbridge)*

Central Massachusetts Regional Planning Commission



FRANKLIN REGIONAL COUNCIL OF GOVERNMENTS (FRCOG)

425 Main Street
Greenfield, Massachusetts 01301
Telephone: (413) 774-3167
Fax: (413) 774-3169
E-mail Address: info@frcog.org
Website: www.frcog.org

The Planning Region:

The Franklin Regional Council of Governments' planning region is composed of 26 towns in the upper Connecticut River Valley in mid-western Massachusetts. Bordered on the north by New Hampshire and Vermont, on the west by the Berkshires, and on the east by the central uplands, the region shares major economic, transportation, and natural resource corridors with the greater Pioneer Valley to the south. The most rural area in Massachusetts, the planning region covers 740 square miles and is populated by 70,000 people.

Member Towns:

Ashfield	Conway	Hawley	Monroe	Orange	Sunderland
Bernardston	Deerfield	Heath	Montague	Rowe	Warwick
Buckland	Erving	Leverett	New Salem	Shelburne	Wendell
Charlemont	Gill	Leyden	Northfield	Shutesbury	Whately
Colrain	Greenfield				

The Council:

The Franklin Regional Council of Governments comprises one selectman's appointee from each member town, two regionally elected representatives, and one member of the Regional Planning Board. The Regional Planning Board, which advises the council, is made up of one selectman's appointee and one planning board member from each town plus 18 at-large members, for a total of 70 members. The Executive Committee consists of two council members, the two regionally elected members, and one Regional Planning Board representative.
The Executive Committee meets bi-weekly, the Regional Planning Board meets monthly, and the council meets quarterly.

The Franklin Regional Council of Governments was created in 1997 by a charter pursuant to 151 Acts 96 section 567, which abolished the former Franklin County government and called for town meeting votes to create FRCOG and vest it with regional planning agency powers. (Before 1997, county government served as the regional planning agency.)

Services for Member Communities and the Region:

The Franklin Regional Council of Governments integrates regional and local planning, human services advocacy and coalition building, and municipal services to secure regional goals and build healthier communities. Planning services to towns include bikeway development and traffic counts, grant proposal writing and master plans, and technical assistance in transportation and transit, environmental planning and land use, historic preservation, data research and analysis, and Geographic Information System mapping and graphics. FRCOG provides regional fee-for-service programs in building, plumbing, wiring, and health inspections; roadway design and community facility engineering; procurement for highway materials, office supplies, and fuel; and grant resource development. In addition, the council's finance department gives "back-office" support services to municipal cooperatives, manages members' health insurance census data, and operates a retirement system for 35 political subdivisions. FRCOG also provides regional services ranging from teen pregnancy prevention and smoking cessation to substance abuse intervention programming and school-to-work initiatives for workforce development.

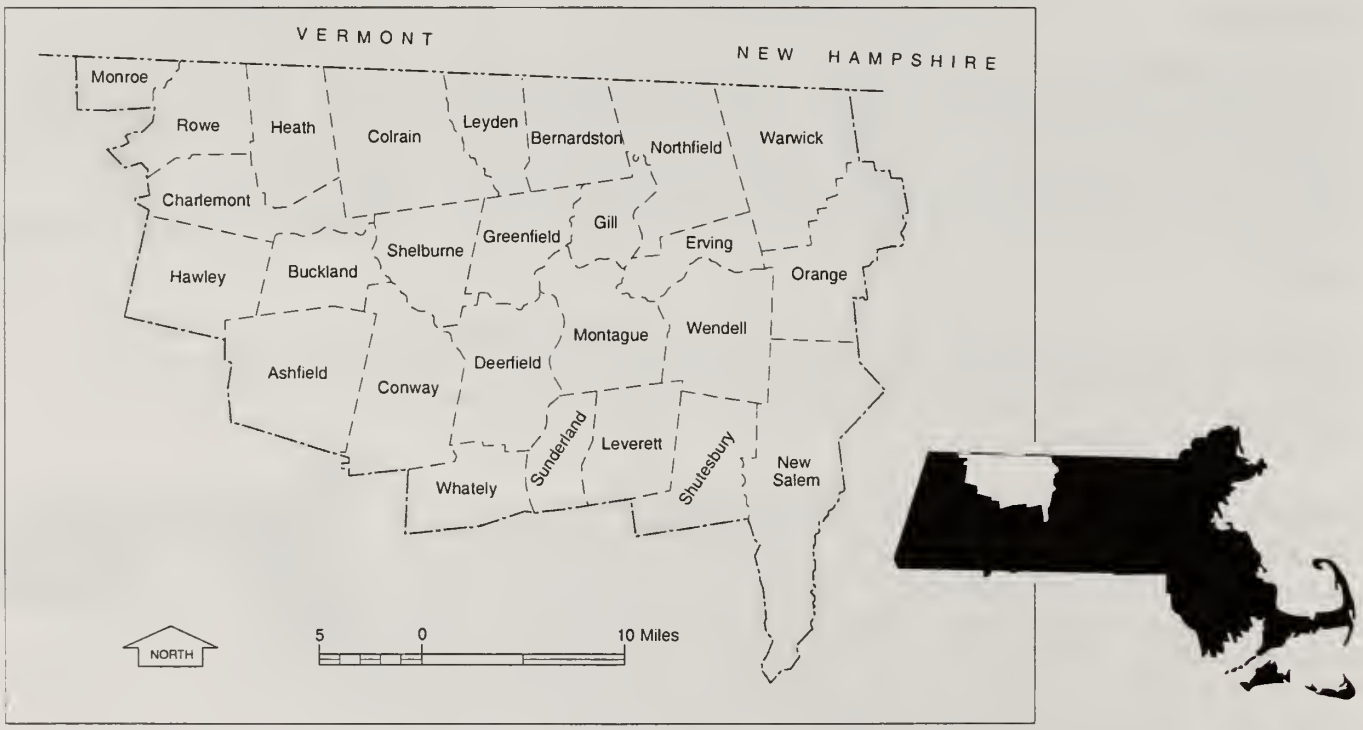
Key Staff:

Executive Director:	Linda Dunlavy
Director of Planning and Development:	Margaret Sloan
Director of Finance:	Carolyn Olsen
Director of Program Operations and Marketing:	Lisa White
Data Center:	Jessica Atwood
Geographic Information System:	Donald Campbell
Natural Resources:	Janice Stone
Transportation:	Maureen Mullaney, Keith Wilson, William Labich

Executive Committee / Council Officers:

Council Chair:	Brad Councilman *(Montague)*
Council Vice Chair:	Charles Mackie *(Heath)*
Council Secretary:	Margaret Wolejko *(Sunderland)*
Executive Committee Chair:	Bill Perlman *(Ashfield Selectman)*
Executive Committee Members:	Stanley Gawle
	Bill Perlman
	Ann Banash
	Daniel Hammock
Regional Planning Board Chair:	Sam Lovejoy

Franklin Regional Council of Governments



THE MARTHA'S VINEYARD COMMISSION

BOX 1447 • OAK BLUFFS
MASSACHUSETTS 02557
(508) 693-3453
FAX (508) 693-7894

The Planning Region:

The Martha's Vineyard Commission's planning region constitutes the seven towns of Dukes County, covering three island groupings situated 3.5 miles off the coast of Cape Cod—the Island of Martha's Vineyard, the Elizabeth Islands, and the Island of Noman's Land, a federal wildlife preserve. There are about 14,200 year-round residents and a seasonal population of 105,600 persons in the 100-square-mile planning region.

Member Towns:

Chilmark
Gosnold
Oak Bluffs
Edgartown
Tisbury
Gay Head
West Tisbury

The Commission:

The Martha's Vineyard Commission is composed of 21 members. Nine members are elected at-large and island-wide for two-year terms; six selectmen (or their designees) represent the member towns and serve one-year terms; and one county commissioner (or designee) serves a one-year term. The governor appoints one cabinet secretary (or designee) and four non-resident, non-voting property holders. The commission meets in regular session once a month and in special session as needed.

The Martha's Vineyard Commission was created by special legislation (Chapter 637 of the Acts of 1977, amended by Chapter 831 of the Acts of 1977) as the commonwealth's first regional land use regulatory agency. By referenda vote, all towns on the Island of Martha's Vineyard approved the commission's creation and became members on July 24, 1974. After representative elections that November, the first commission meeting was held December 5, 1974; at that time MVC's predecessor, the Dukes County Planning and Economic Development Commission, was dissolved. (NOTE: The Town of Gosnold participates only in the commission's planning functions, not in regulatory aspects.)

Services for Member Communities and the Region:

The Martha's Vineyard Commission offers numerous services to the island's towns and organizations to protect, preserve, and conserve the region's resources and character. These services include reviewing Developments of Regional Impact, creating Districts of Critical Planning Concern, developing trails and bikeways, managing coastal resources, conducting historic surveys, and developing grant applications. The commission also advises and assists with open space and comprehensive planning, harbor planning, traffic management and traffic counting, data collection and distribution, water quality planning, and historic preservation. In addition, MVC is part of an island liaison team for state agencies and is a watchdog for developments that may harm state interests.

Other Services in the Region:

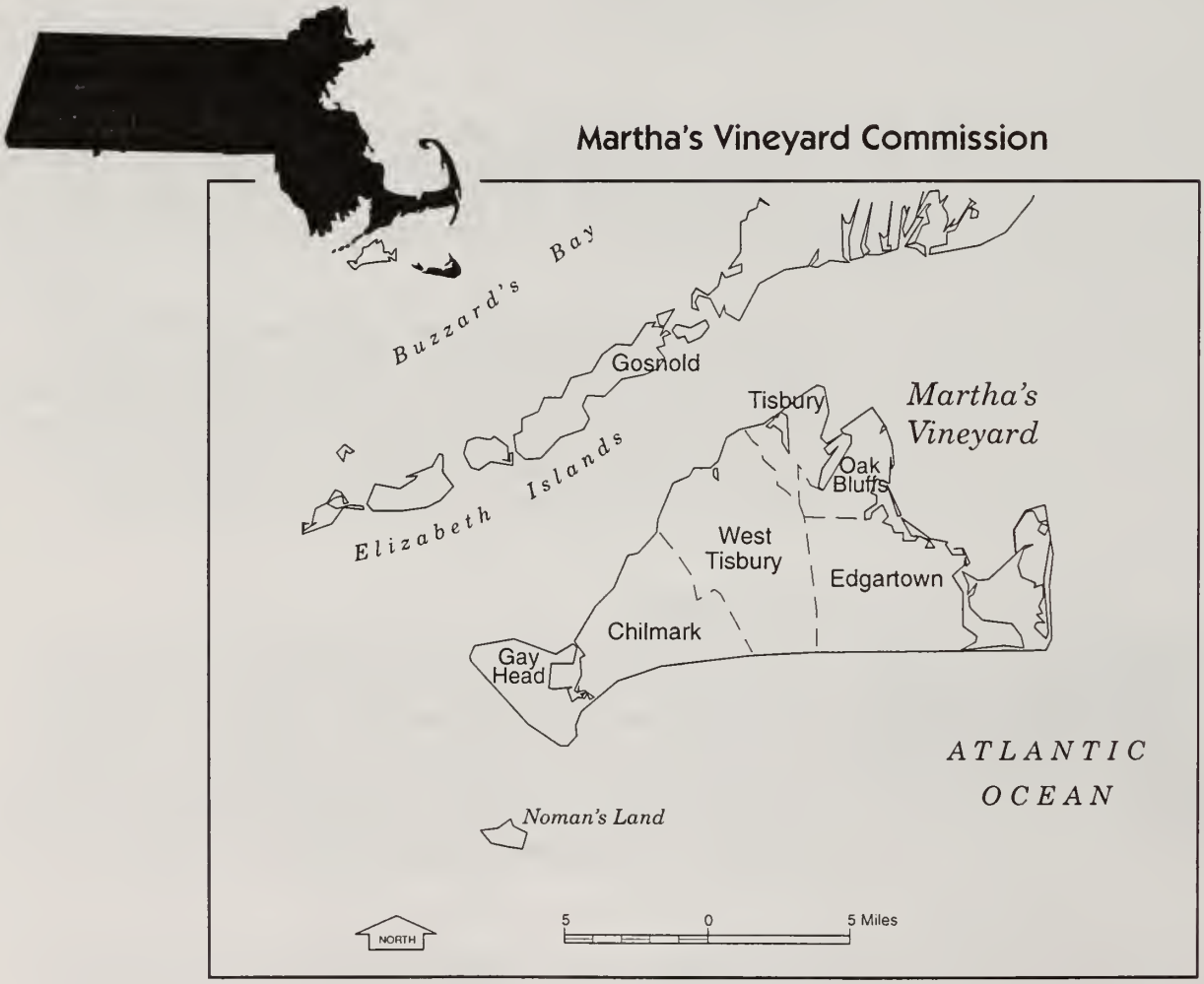
The Martha's Vineyard Commission undertakes planning, grant proposal writing, and other services on request for the federally recognized Aquinnah Wampanoag Tribe of Gay Head. MVC also provides data, research, mapping, and photographic coverage to such organizations as the Martha's Vineyard NAACP, Nature Conservancy, Vineyard Conservation Society, and many other local groups.

KEY STAFF:

Executive Director:	Charles W. Clifford
Administrator:	Irene Fyler
Coastal Resources Planner:	Joanne Taylor
Regulatory Planner:	David Wessling
Housing/Economic Development Planner:	Christine Flynn
Water Quality Planner:	William Wilcox
Transportation Engineer:	Andrew Grant
Environmental/Local Assistance Planner:	William Veno

EXECUTIVE COMMITTEE / COMMISSION OFFICERS:

Chair:	Richard J. Toole *(Oak Bluffs)*
Vice Chair:	Michael Colaneri *(West Tisbury)*
Clerk/Treasurer:	Jane A. Greene *(Chilmark)*
Co-Chairs- LUPC/Regulatory Committee	Christina Brown *(Edgartown)*
	Michael J. Donaroma *(Edgartown)*
Chair- PED/Economic Development Committee	John G. Early *(West Tisbury)*



MERRIMACK VALLEY PLANNING COMMISSION (MVPC)

160 Main Street
Haverhill, Massachusetts 01830
Telephone: (978) 374-0519
Fax: (978) 372-4890
E-mail Address: mvpc@aol.com
Website: www.mvpc.org

The Planning Region:

The Merrimack Valley Planning Commission's planning region includes five cities and 10 towns in northeastern Massachusetts. The region, which includes the lower Merrimack River and several coastal communities, is bounded on the north by New Hampshire and on the south by the Boston metropolitan area. Approximately 296,000 citizens live in the area, which contains some of the earliest settlements and industrial developments in the United States.

Member Cities* and Towns:

Amesbury*	Groveland	Merrimac	**Newburyport***	Salisbury
Andover	**Haverhill***	**Methuen***	North Andover	West Newbury
Georgetown	**Lawrence***	Newbury	Rowley	

The Commission:

Established in 1959, the Merrimack Valley Planning Commission is an independent public agency composed of one commissioner from each member city or town and one at-large commissioner representing the region's minority population. Commissioners generally are elected members of local planning boards and meet monthly.

Services for Member Communities and the Region:

The Merrimack Valley Planning Commission performs many services directly for communities and regional agencies in a broad scope of planning areas—transportation and transit, environmental protection, economic development, housing, growth management, coastal resource management, emergency response, data management, and community outreach and involvement. Specific services provided include water supply protection plans, economic forecasts, Geographic Information System mapping and graphics, bus and commuter rail planning, aquaculture, pavement management, traffic counts, permit streamlining, business financing, and workshops and training. MVPC carries out many of these services through a local technical assistance program allocated annually to member communities. In addition, the commission has been instrumental in the start-up of many regional implementation entities and authorities that address regional issues.

Other Services in the Region:

The Merrimack Valley Planning Commission is federally certified as the region's Metropolitan Planning Organization (with others, for transportation), Inter-Government Cooperation Agency, Economic Development District, Clean Air Agency (metropolitan), and Revolving Loan Fund corporation.

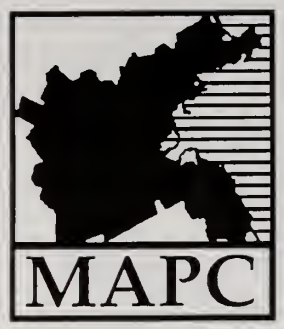
Key Staff:

Executive Director:	Gaylord Burke
Assistant Director/Environmental Manager:	Alan Macintosh
Transportation Program Manager:	Anthony Komornick
Economic/Community Development:	Jonathan Corso
Geographic Information System:	Jerrard Whitten

Executive Committee / Commission Officers:

Chair:	Ronald O. Waite *(Newburyport)*
Vice Chair:	John Smolak *(North Andover)*
Secretary:	John Stundza *(Lawrence)*
Treasurer:	William E. Slusher *(Groveland)*
Assistant Treasurer:	Susan Moses *(Rowley)*

Merrimack Valley Planning Commission



METROPOLITAN AREA PLANNING COUNCIL (MAPC)

60 Temple Place
Boston, Massachusetts 02111
Telephone: (617) 451-2770
Fax: (617) 482-7185
E-mail Address: dsoule@mapc.org
Website: www.mapc.org

The Planning Region:

The Metropolitan Area Planning Council's planning region comprises 21 cities and 80 towns in the Boston metropolitan area in eastern Massachusetts. Three million people live in the 1,400-square-mile area, the largest metropolitan area in New England.

Member Cities* and Towns:

Acton	Cohasset	Hopkinton	Medway	Randolph	Topsfield
Arlington	Concord	Hudson	**Melrose** *	Reading	Wakefield
Ashland	Danvers	Hull	Middleton	**Revere** *	**Waltham** *
Bedford	Dedham	Ipswich	Milford	Rockland	Walpole
Bellingham	Dover	Lexington	Millis	Rockport	**Watertown** *
Belmont	Duxbury	Lincoln	Milton	**Salem** *	Wayland
Beverly *	Essex	Littleton	Nahant	Saugus	Wellesley
Bolton	**Everett** *	**Lynn** *	Natick	Scituate	Wenham
Boston *	Foxborough	Lynnfield	Needham	Sharon	Weston
Boxborough	Framingham	**Malden** *	**Newton** *	Sherborn	Westwood
Braintree	**Franklin** *	Manchester	Norfolk	**Somerville** *	Weymouth
Brookline	**Gloucester** *	Marblehead	North Reading	Southborough	Wilmington
Burlington	Hamilton	**Marlborough** *	Norwell	Stoneham	Winchester
Cambridge *	Hanover	Marshfield	Norwood	Stoughton	Winthrop
Canton	Hingham	Maynard	**Peabody** *	Stow	**Woburn** *
Carlisle	Holbrook	Medfield	Pembroke	Sudbury	Wrentham
Chelsea *	Holliston	**Medford** *	**Quincy** *	Swampscott	

The Council:

The Metropolitan Area Planning Council is composed of representatives from the region's 101 member communities, appointed by their chief elected officials. Twenty-one additional representatives are appointed by the governor of Massachusetts to represent the interests of various groups such as low income residents, minority citizens, and consumers. Fourteen ex-officio members representing 11 state agencies and three City of Boston agencies complete the council, which meets three times a year.

The council's executive committee has 25 members: five from MAPC's 80 towns, five from its 21 cities, five from the 14 state and city agency members, and five from among the 21 gubernatorial appointees. The executive committee meets monthly. The council, created in 1963, counted all 101 communities as MAPC members by 1971.

Services for Member Communities and the Region:

The Metropolitan Area Planning Council serves its member municipalities with comprehensive planning, technical assistance with local land use issues, review of legislative developments, and a host of services in economic development, environmental protection, transportation, housing, Geographic Information System, and statistics. MAPC also provides collaborative planning services to communities in such areas as joint

purchasing, training, and equipment sharing. The council serves the entire region in broad capacities—for example, as lead local representative on the Metropolitan Planning Organization for planning and programming of transportation improvements, and as the Economic Development District for federal planning and programming of federal grants and contracts. MAPC works intensively with land use and environmental quality issues, forming a Metropolitan Greenspace Initiative to coordinate public and private planning and land acquisition strategies, as well as participating actively in planning and managing water supply and water quality issues.

Key Staff:

Executive Director:	David C. Soule
Deputy Director:	Edmund P. Tarallo
Deputy Director:	Stephen McGoldrick
Director of Administration and Finance:	Jonathan Todd
Communications Director:	Tracy Lawrence
Chief Transportation Planner:	Barbara Lucas
Data Center Manager:	Douglas Carnahan
GIS Manager:	Slater Anderson
Manager of Comprehensive Planning:	Martin Pillsbury
Manager of Governmental Services:	Jean Christensen

Council Officers:

Chair:	Richard C. Walker *(gubernatorial appointee)*
Vice Chair:	James A. Miller *(Newton)*
Treasurer:	Mary Ellen Lavenberg *(Medway)*
Secretary:	Donna M. Jacobs *(Stow)*
Past President:	Grace S. Shepard *(Sherborn)*

Metropolitan Area Planning Council

MONTACHUSETT REGIONAL PLANNING COMMISSION (MRPC)

R1427 Water Street
Fitchburg, Massachusetts 01420
Telephone: (978) 345-7376
Fax: (978) 345-9867
E-mail Address: mrpc@mrpc.org
Website: www.mrpc.org

The Planning Region:

The Montachusett Regional Planning Commission's planning region encompasses three cities and 17 towns covering northern Worcester and western Middlesex counties in north central Massachusetts. More than 211,000 people live in the nearly 575-square-mile region.

Member Cities * and Towns:

Ashburnham	Gardner *	Leominster *	Sterling
Ashby	Groton	Lunenburg	Templeton
Ayer	Harvard	Phillipston	Townsend
Clinton	Hubbardston	Royalston	Westminster
Fitchburg *	Lancaster	Shirley	Winchendon

The Commission:

The Montachusett Regional Planning Commission is composed of one planning board member and one designee of the mayor or selectman from each of the planning region's member cities and towns. The Executive Committee consists of MRPC's five officers and two at-large representatives elected by the commission at the chair's request. Commission meetings are held monthly, with Executive Committee meetings convened as needed.

The Montachusett Regional Planning Commission was created in 1968, with 12 communities participating in its first organizational meeting.

Services for Member Communities and the Region:

The Montachusett Regional Planning Commission provides comprehensive planning services in a number of areas: housing and other community-related services, water quality and environmental planning, zoning, and economic development. In addition, transportation and transit development planning are a significant focus of MRPC's technical assistance to its member municipalities as well as to the towns of Athol and Petersham, which lie within the planning district but are not commission members. MRPC is the region's designated Metropolitan Planning Organization and helps operate the Regional Transit Authority. The commission is in the process of developing its Geographic Information System department, which will provide necessary assistance to its member communities (except Fitchburg, which has its own system).

Other Services in the Region:

The Montachusett Regional Planning Commission is working closely with the Devens Commerce Center to develop economic activities in the region, which lost more than 10,000 jobs and suffered a severe economic blow with the recent closing of Fort Devens, a U.S. Army military reservation that had provided employment and generated revenue in Ayer, Lancaster, Shirley, and Harvard–as well as the entire north central Massachusetts area–for 80 years.

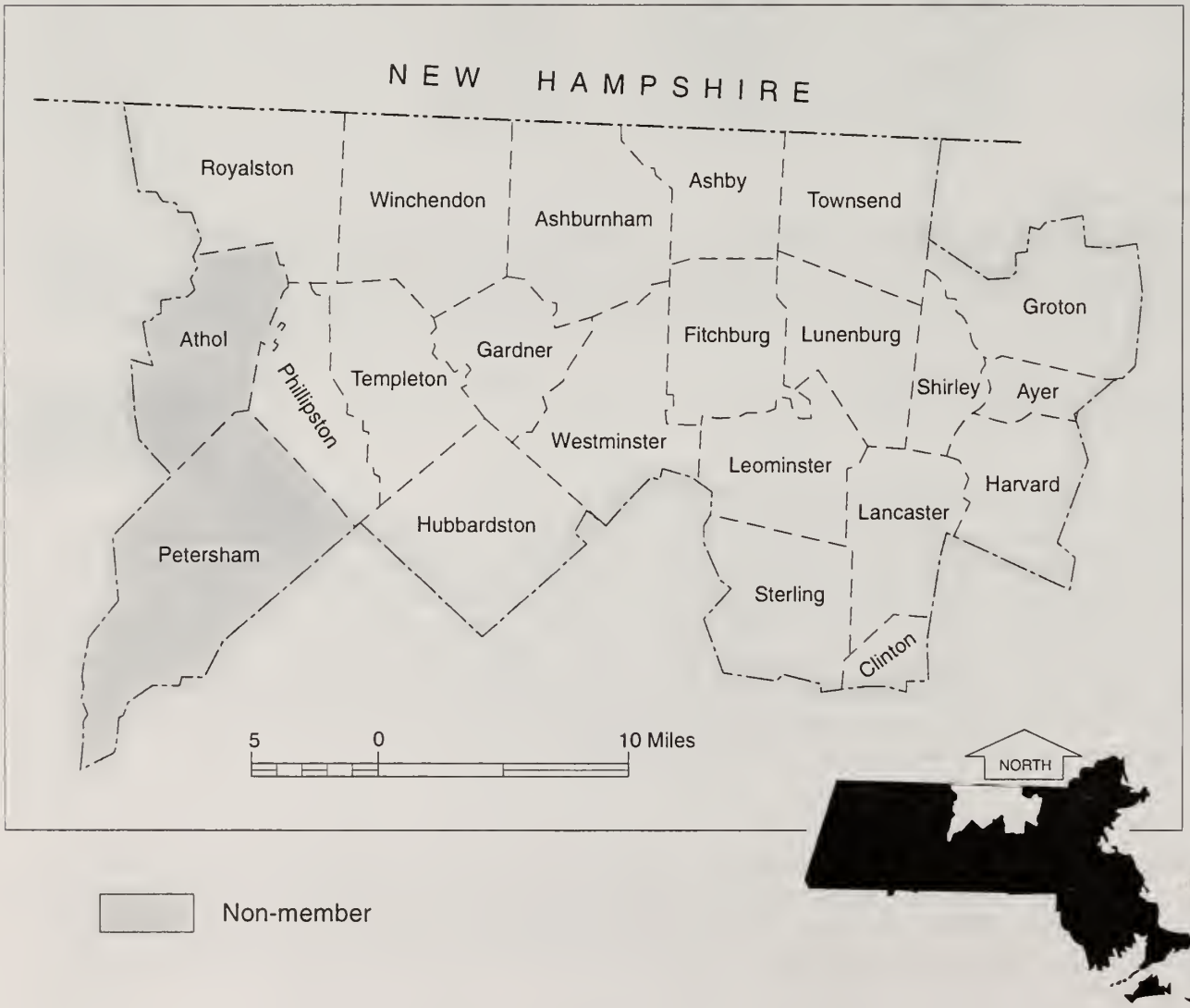
Key Staff:

Director:	Mohammed Khan
Assistant Director:	Laila Michaud
Transportation Project Director:	Brad Harris
Economic Development Specialist:	Glen Eaton
Director of Fiscal Operations:	Susan Gallien

Executive Committee / Commission Officers:

Chair:	David Jarvenpaa *(Westminster)*
Vice Chair:	Vyto Andreliunas *(Royalston)*
Treasurer:	Joyce Huff *(Fitchburg)*
Assistant Treasurer:	Walter Rolf *(Templeton)*
Secretary:	Mary Olivier *(Leominster)*

Montachusett Regional Planning Commission



NANTUCKET PLANNING AND ECONOMIC DEVELOPMENT COMMISSION (NP&EDC)

1 East Chestnut Street
Nantucket, Massachusetts 02554
Telephone: (508) 228-7237
Fax: (508) 228-7236
E-mail Address: nanplan@nantucket.net

The Planning Region:

The smallest regional planning agency in the commonwealth, the Nantucket Planning and Economic Development Commission encompasses the town of Nantucket, as well as the islands of Tuckernuck and Muskeget, in its 50 square mile planning region. Nantucket is home to 7,500 residents and has a seasonal peak population estimated at nearly 50,000.

Member Town:

Nantucket

The Commission:

The Nantucket Planning and Economic Development Commission is composed of all five members of the Nantucket Planning Board, four representatives of other Nantucket boards and commissions, and three at-large representatives. NP&EDC was formed under the authority of Chapter 561 of the Acts of 1973, as amended. The commission meets once a month, as does its duly appointed Comprehensive Plan Steering Committee.

Services for Member Communities and the Region:

The Nantucket Planning and Economic Development Commission provides consultative and technical services to the town and county of Nantucket and its many commissions, boards, and committees. NP&EDC's services cover a broad range of planning areas: grant proposal writing, transportation planning for the Nantucket Regional Transit Authority, transportation and transit measurement and analysis, transportation project management and coordination, technical review services for the Nantucket Zoning Board, preparing planning reports and analyses, site planning, and technical review and administrative services for the Nantucket Planning Board, among others. In addition, the commission is in the process of preparing a comprehensive plan for the island.

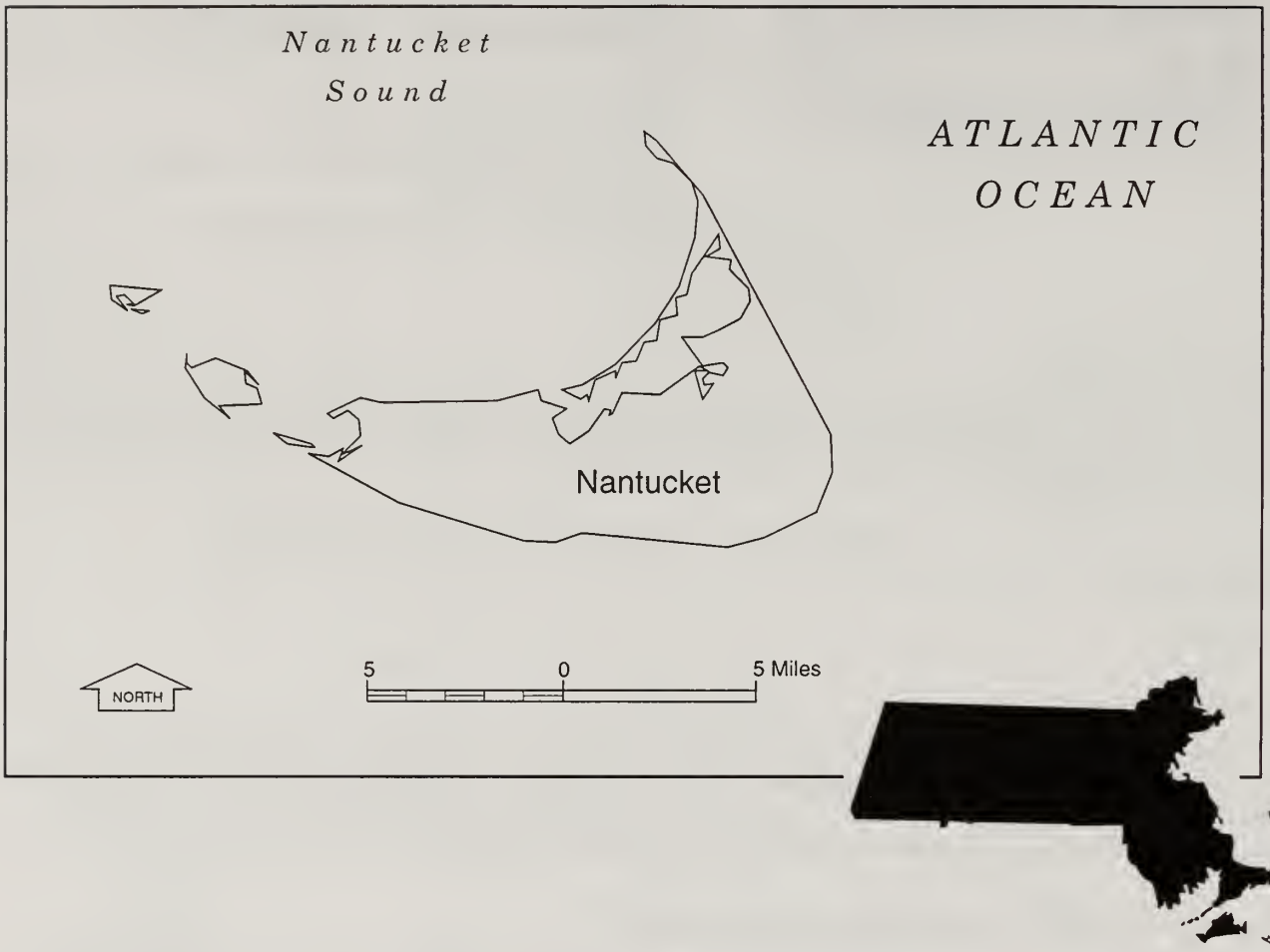
Key Staff:

Director:	John D. Pagini, AICP
Senior Planner:	Andrew Vorce, AICP
Transportation Planner:	Elizabeth A. Giannini, AICP
Land Use Planner:	*vacant*
Office Administrator:	Jeromette M. Hicks
Administrative Specialist:	Colleen Donnelly
Planning Assistant:	Miles Rohan

Commission Officers:

Chair:	Alvin S. Topham
Vice Chair:	Penny Dey

Nantucket Planning and Economic Development Commission



NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS (NMCOG)

Gallagher Terminal, Floor 3B
115 Thorndike Street
Lowell, Massachusetts 01852
Telephone: (978) 454-8021
Fax: (978) 454-8023
E-mail Address: nmcog@tiac.net

The Planning Region:

The Northern Middlesex Council of Governments' planning region consists of nine communities centered around Lowell, the commonwealth's fourth largest city in population. Situated in northeastern Massachusetts, the region lies north of the Boston metropolitan area and extends to the New Hampshire state line. The 200-square-mile region is home to approximately 275,000 people.

Member Cities * and Towns:

Billerca	Dracut	Lowell *	Tewksbury	Westford
Chelmsford	Dunstable	Pepperell	Tyngsborough	

The Council:

The Northern Middlesex Council of Governments is composed of representatives from the region's nine member communities. Each municipality is represented by a member of the board of selectmen or city council, a member of the planning board, and an alternate member appointed by the selectmen or city manager. The council meets monthly.

The agency was created in 1963 as the Northern Middlesex Area Commission. In 1972, the commission became the first regional planning agency in the commonwealth to require representation by the chief elected officials of member communities. With the advent of special legislation—Chapter 420 of the Acts of 1989—the commission was empowered to perform a wide variety of non-planning functions on behalf of its members. In late 1990, it voted to reflect these changes by renaming itself the Northern Middlesex Council of Governments.

Services for Member Communities and the Region:

The Northern Middlesex Council of Governments is involved in a variety of development-related and environmental systems subject areas. Major ongoing projects are concerned with transportation and transit planning, water supply and water quality issues, land use planning and zoning related issues, solid waste and recycling, economic development, housing, and historic preservation. In addition, NMCOG maintains a significant data library and serves as an Affiliate Data Center with the U.S. Census Bureau. Its local and regional data resources include census, transportation, trend, and environmental data; zoning, building permit, groundwater, hydrologic, solid waste, recycling, and historic preservation survey information; open space, recreation, and air quality conformity plans; maps of soil/vegetation cover and flood insurance rates; population projections; and specialized technical studies on a variety of subjects. The council also provides technical assistance with a host of municipal management issues.

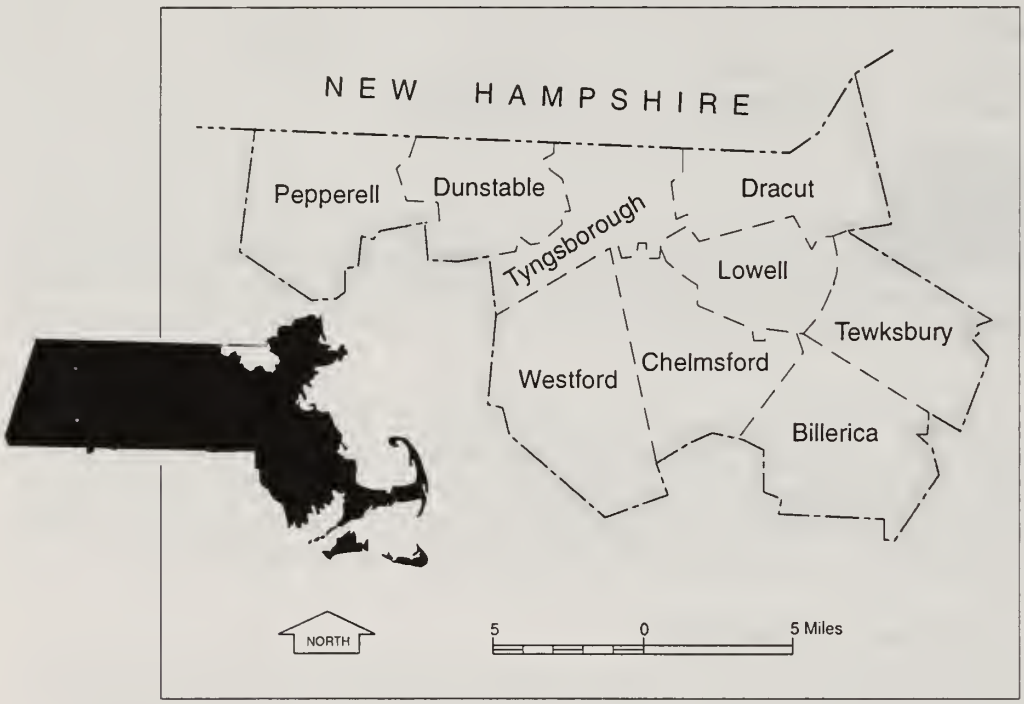
Key Staff:

Executive Director:	Robert W. Flynn
Assistant Director/Transportation Manager:	Beverly Woods
Transit:	Christopher R. Curry
Regional Planning:	Larissa Brown
Geographic Information System:	Brendan Monroe
Local Planning/Technical Assistance:	Joseph Cosgrove

Council Officers: (pending September 1998 election)

Chair:	Walter Alterisio *(Dunstable)*
Vice Chair:	Thomas Conlon *(Tewksbury)*
Treasurer:	James Good *(Chelmsford)*
Assistant Treasurer:	Peter Fletcher *(Westford)*
Clerk:	George Zaharoolis *(Lowell)*
Assistant Clerk:	Ellen Rawlings *(Billerica)*

Northern Middlesex Council of Governments



OLD COLONY PLANNING COUNCIL (OCPC)

70 School Street
Brockton, Massachusetts 02301-4097
Telephone: (508) 583-1833
Fax: (508) 559-8768
Access to Jobs: (800) 408-0323
E-mail Address: ocpc@ici.net

The Planning Region:

The Old Colony Planning Council's planning region constitutes one city and 14 towns covering portions of Plymouth, Bristol, and Norfolk counties in southeastern Massachusetts. The region is framed on the north by the Boston metropolitan area and to the east by Plymouth Bay. Almost 297,000 people live in the 346-square-mile planning region.

Member Cities * and Towns:

Abington	Brockton *	Halifax	Pembroke	Stoughton
Avon	East Bridgewater	Hanson	Plymouth	West Bridgewater
Bridgewater	Easton	Kingston	Plympton	Whitman

The Council:

The Old Colony Planning Council is composed of one delegate and one alternate from each of the member communities, appointed by a concurrent vote of local planning boards and selectmen (or mayor). In addition, one delegate-at-large represents minority interests. Delegates and alternates serve three-year terms. OCPC's executive committee consists of all council officers, Brockton's delegate, and one or two additional members appointed by the council's president. The full council meets monthly; subcommittee meetings are convened as needed.

The OCPC is a multifaceted organization created under state statute (Chapter 332 of the Acts of 1967) as a comprehensive regional planning agency to prepare plans for the district's physical, social, and economic development. Nine communities—Abington, Avon, Brockton, Bridgewater, East Bridgewater, Easton, Hanson, West Bridgewater, and Whitman—participated at the council's inception.

Services for Member Communities and the Region:

The Old Colony Planning Council provides service and assistance to its member cities and towns in three primary areas: comprehensive transportation and transit planning; comprehensive planning, community, and economic development; and elder services. Specific transportation services include long- and short-range regional planning, transportation demand modeling, Geographic Information System mapping, Access to Jobs program, and studies of traffic and congestion management. OCPC offers assistance and technical support with community master and revitalization planning, commercial development analysis, sewage treatment projects, flood plain and watershed protection, environmental impact and water quality issues, minority business development, and grant proposal writing. Elder services include administering regional long-term care ombudsman and employment programs, private consulting, and technical assistance to the elder service network. OCPC also helps member communities with data analysis and interpretation, report writing, and expert testimony.

Other Services in the Region:

The Old Colony Planning Council is the commonwealth's only regional planning agency designated an Area Agency on Aging (AAA). The AAA service region covers OCPC's regular planning region plus the communities of Carver, Duxbury, Hanover, Lakeville, Marshfield, Middleborough, Rockland, and Wareham.

Key Staff:

Executive Director:	Daniel M. Crane
Assistant Director/Transportation Unit Supervisor:	Pasquale (Pat) Ciaramella
Comprehensive Planning Unit Supervisor:	James Watson
AAA Administrator:	Patrick Hamilton
Economic Development Specialist:	Bruce Hughes

Executive Committee:

President:	Eldon F. Moreira *(West Bridgewater)*
Secretary:	David A. Johnson *(East Bridgewater)*
Treasurer:	Joseph P. Landolfi *(Stoughton)*

Old Colony Planning Council

PIONEER VALLEY PLANNING COMMISSION (PVPC)

26 Central Street
West Springfield, Massachusetts 01089
Telephone: (413) 781-6045
Fax: (413) 732-2593
E-mail Address: tbrennan@k12s.phast.umass.edu
Website: www.pvpc.org

The Planning Region:

The Pioneer Valley Planning Commission's planning region encompasses 43 cities and towns in the Connecticut River Valley in mid-western Massachusetts. The area is framed on the west by the Berkshires and on the east by the central uplands. More than 602,000 people live in the nearly 1,200-square-mile Pioneer Valley region, which includes the fourth largest metropolitan area in New England.

Member Cities * and Towns:

Agawam *	Cummington	Hampden	Middlefield	Russell	Ware
Amherst	East Longmeadow	Hatfield	Monson	South Hadley	West Springfield
Belchertown	**Easthampton ***	Holland	Montgomery	Southampton	**Westfield ***
Blandford	Goshen	**Holyoke ***	**Northampton ***	Southwick	Westhampton
Brimfield	Granby	Huntington	Palmer	**Springfield ***	Wilbraham
Chester	Granville	Longmeadow	Pelham	Tolland	Williamsburg
Chesterfield	Hadley	Ludlow	Plainfield	Wales	Worthington
Chicopee *					

The Commission:

The Pioneer Valley Planning Commission is composed of representatives from the Pioneer Valley Region's 43 member cities and towns. Commissioners, who are generally elected annually, are members of local planning boards. In addition, an alternate commissioner is appointed by the chief elected official of each community. The full commission meets four to six times per year between September and June. PVPC's nine-member Executive Committee usually meets once a month.

The Pioneer Valley Planning Commission was created in 1962, with six communities participating in its first organizational meeting. By the early 1980s, all 43 cities and towns in the Pioneer Valley Region had voted to become members of PVPC.

Services for Member Communities and the Region:

The Pioneer Valley Planning Commission performs myriad services—from bikeway development and traffic counts to grant proposal writing and master plans— in a wide range of planning areas: transportation and transit, environmental planning and land use, community development and historic preservation, economic development, data research and analysis, and Geographic Information System mapping and graphics. Under these broad headings, PVPC offers assistance with business retention and job growth, strategic planning, river cleanup and watershed management, noise control planning (for Westover Air Force Base), community development block grant programs, scenic byway program implementation, rural land management, and social service self-sufficiency projects. PVPC also gives its member communities free technical assistance with individual issues—drafting zoning bylaws to regulate wireless communication towers, mapping a crime scene, and applying for National Register of Historic Places status, to name a few.

Other Services in the Region:

The Pioneer Valley Planning Commission has managed the Plan for Progress, the region's strategic economic plan, since its inception in 1993.

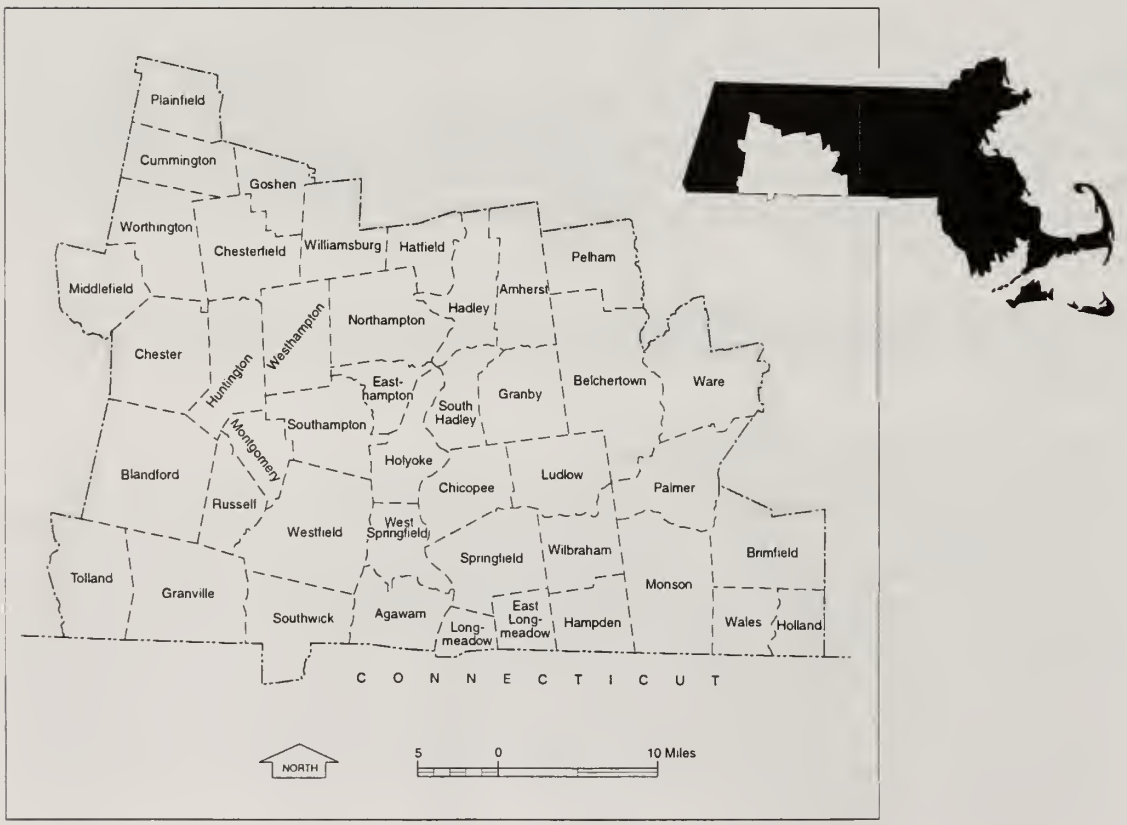
Key Staff:

Executive Director:	Timothy W. Brennan
Community Development/Historic Preservation:	James Mazik, AICP
Economic Development/Regional Data Center:	M. J. Adams
Environment and Land Use:	Christopher Curtis
Graphics/Geographic Information System:	Shaun Hayes
Transportation:	Dana Roscoe, Gary Roux
Communications:	Ashley Shea

Executive Committee / Commission Officers:

Chair:	William E. Dwyer, Jr., Esq. *(Hadley)*
Vice Chair:	Tamarin Laurel-Paine *(Middlefield)*
Treasurer:	Richard E. Butler *(Wilbraham)*
Assistant Treasurer:	Dale A. Morrow *(Goshen)*
Secretary/Clerk:	Linda L. Petrella *(Springfield)*
At-Large Members:	Douglas Albertson *(Belchertown)*
	Henry Barton *(Southampton)*
	Stuart Beckley *(Easthampton)*
	Raymond Phoenix II *(Ludlow)*

Pioneer Valley Planning Commission



SOUTHEASTERN REGIONAL PLANNING AND ECONOMIC DEVELOPMENT DISTRICT (SRPEDD)

88 Broadway
Taunton, Massachusetts 02780
Telephone: (508) 824-1367
Fax: (508) 880-7869
Executive Director E-mail Address: ssmith@srpedd.org
General E-mail Address: info@srpedd.org
Website: www.srpedd.org

The Planning Region:

The Southeastern Regional Planning and Economic Development District's planning region encompasses four cities and 23 towns in southeastern Massachusetts. The area is framed on the west by Rhode Island and on the south by the Atlantic Ocean. More than 569,000 people live in the 808-square-mile region.

Member Cities * and Towns:

Acushnet	Fairhaven	Mattapoisett	Plainville	Somerset
Attleboro *	**Fall River ***	Middleborough	Raynham	Swansea
Berkley	Freetown	**New Bedford ***	Rehoboth	**Taunton ***
Carver	Lakeville	North Attleborough	Rochester	Wareham
Dartmouth	Mansfield	Norton	Seekonk	Westport
Dighton	Marion			

The Commission:

The Southeastern Regional Planning and Economic Development District's board is composed of 27 commissioners representing the mayors and boards of selectmen from member municipalities, 27 representatives of district planning boards, and six at-large members representing low income and minority group interests. The commissioners meet monthly.

Services for Member Communities and the Region:

The Southeastern Regional Planning and Economic Development District performs a variety of services in major planning areas such as transportation and transit, economic development, land use, and environmental protection. The agency also serves as a data center for the region, operating a Geographic Information System for its member municipalities and hosting a regional website on the Internet. SRPEDD helps member communities by administering community development block grants and providing free technical assistance. The agency also operates programs for traffic counting, pavement management, and accident filing, and sets priorities for allocating federal transportation and economic development funds.

Other Services in the Region:

The Southeastern Regional Planning and Economic Development District established and operates SEED Corporation, an affiliated certified development corporation for small business financing in the region. SEED Corporation makes 150 loans each year to small businesses and creates an $11 million enterprise loan fund from local bank contributions.

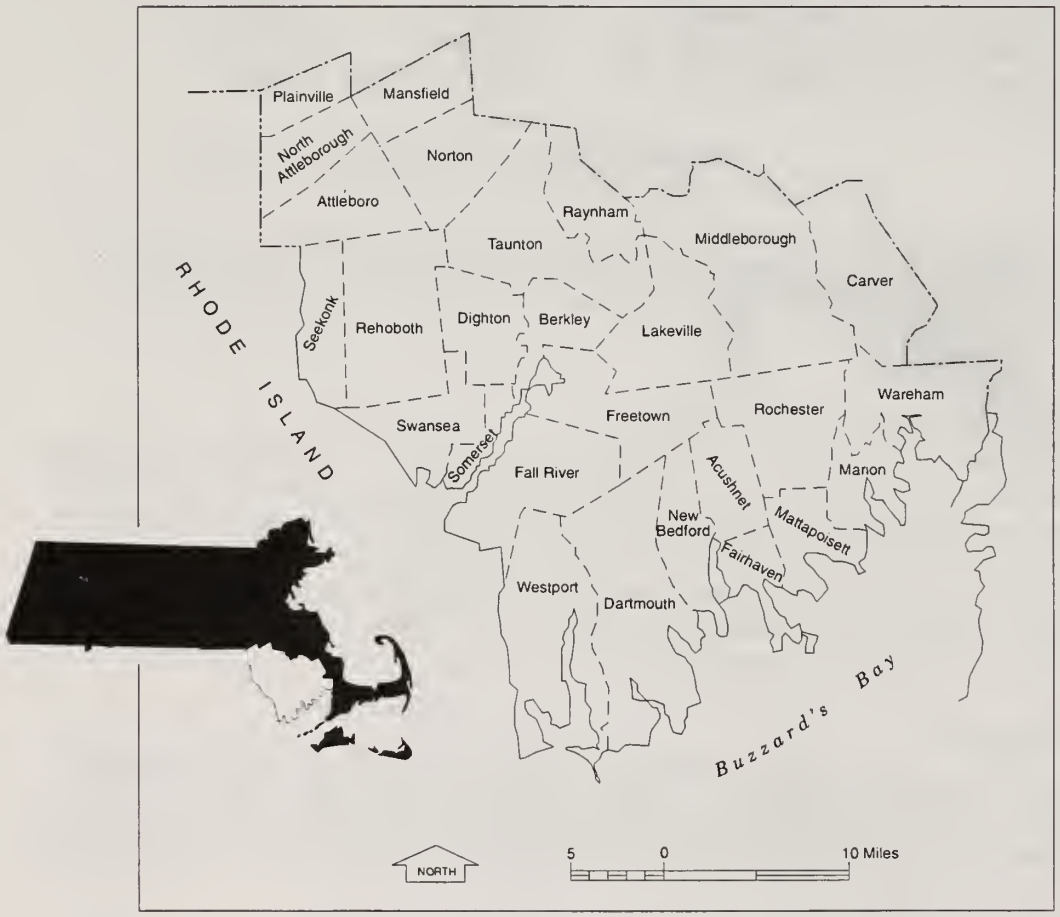
KEY STAFF:

Executive Director:	Stephen C. Smith
Deputy Director/Transportation Manager:	Roland J. Hebert
Comprehensive Planning Director:	Gregory J. Guimond
Fiscal Officer:	LingLing Chang
Geographic Information System:	Paul L. Mission

EXECUTIVE COMMITTEE / COMMISSION OFFICERS:

Chair:	Louis Martin *(New Bedford)*
Vice Chair:	Loretta Schaefer *(Marion)*
Past Chair:	Dr. Karl Eklund *(Berkley)*
Treasurer:	Emeline MacDonald *(Raynham)*
Assistant Treasurer:	George Hovorka *(Fall River)*
Secretary:	Basil Castaldi *(Dartmouth)*

Southeastern Regional Planning and Economic Development District



Massachusetts Association of Regional Planning Agencies

MARPA Headquarters Office:
Metropolitan Area Planning Council
60 Temple Place
Boston, MA 02111
(617) 451-2770 • FAX: (617) 482-7185

MARPA Coordinating Office:
Pioneer Valley Planning Commission
26 Central Street
West Springfield, MA 01089-2787
(413) 781-6045 • FAX: (413) 732-2593

MARPA Coordinating Office: c/o Pioneer Valley Planning Commission
26 Central Street, West Springfield, MA 01089-2787
(413) 781-6045 • FAX: (413) 732-2593